

Senior Leaders' pre-launch pack

Safety: leading the conversation



*Think about the bigger picture.
Think safety.*

Safety culture

At Network Rail we are proud to say that we put safety at the heart of everything we do.

It runs through every part of our transformation programme, and it is included in our management principles. Safety is always our top priority when we're thinking about the people who work for us and the users of the railway.

We must become the best we can be. It's my job to think about how we do this – but clearly this is something that I cannot do alone. So, as leaders, it's everyone's job to keep asking ourselves how we can do better. We should all strive to understand safety risks and to design them out of the processes we operate and the services we deliver.

As part of this railway we must all think about the bigger picture, about how what we all do affects our own and other people's safety. Each of us must have a commitment to safety; to talk about it in our teams, to understand our own individual role in making Britain's railway as safe as it can be for the millions of people who rely on us, day in, day out.

Putting safety first is vital to me and to all of us, and this note introduces a further major effort that will help continue to make it a deep and permanent part of our culture, and completely embed it in the way we work. *'Think about the bigger picture. Think safety'* is a cascade that leads the conversation on the safety of the railway system as a whole. I am asking all of you to engage your teams on "system safety", supported by the materials which this programme will provide.

I'm committed to this, as are the Executive Leaders, and I know that as one of the Senior Leaders of this business you will be too.

Iain Coucher
Chief Executive

Visible leadership

The management of a safe railway starts at the top. As leaders of Network Rail, your attitude to safety defines our leadership approach and influences the attitudes and behaviours of everyone around us. We shape the culture by the example we set. It is our responsibility to take safety seriously, to be accountable for it, and to demonstrate our commitment to it, as visibly as possible.

This pack is the advance introduction to *'Think about the bigger picture. Think safety'* – a major new programme. We'll be sending you more detailed content over the next few months. As the most influential and visible leaders in the business, your role is to:

- Make sure people understand and are involved in the company's vision and goals around safety
- Start the conversation, get people talking and get the cascade through the business quickly
- Provide feedback, share learning, build best practice and celebrate success

This pack is to lay the ground for you.

Visible leadership is critical. This goes beyond communicating the need for basic safety. This is about making lasting changes to attitudes, to behaviour and to our actions. So, as a result, we see further improvements in our underlying safety performance and the safety of the network overall.

You will be expected to develop your own programmes to lead safety in your area, and you'll be sharing these with the rest of the business to help establish a "best practice" way of doing things. Your feedback will be expected because it's your input and commitment that will make this programme a success.

This is our chance, as leaders, to demonstrate how we make a difference in making the railway system safer.

What's it about?

We want to get everybody talking about safety in their teams.

The ultimate goal is to make the railway as safe as it can possibly be for our people, our suppliers, our customers, our passengers and the general public. Network Rail has contributed a lot to improving the safety of Britain's railway. But we know we must learn and evolve constantly because there is almost always something we can do better, more safely.

Safety is not something that's pushed from the outside, it comes from within. It's an attitude in all of us; centred on constantly seeking to improve, in small steps, at every level and throughout our business.

We're aiming to promote and improve the safety of the railway system overall (or to use the jargon, "system safety"). This isn't just about instructing people to be safe or work more safely, it's about everyone taking responsibility for thinking about safety and the impact their actions have on the "system" and others who operate within it. It's about taking responsibility for making the changes needed to be safer. And doing this continually.

It's our role, as leaders, to make this happen.

It's about all of us

In some parts of the business people may not think that safety is a focus for them. It is easier to see how critical safety is to our frontline staff in Maintenance or Signalling, for example, where it's clear how decisions and actions are directly linked to safety.

But what about other areas of our business? How does someone working in support services, someone designing tomorrow's railway, someone arranging funding or someone recruiting our people make a difference to the railway's safety?

The answer is that every part of this business is connected. The safety connections are in the chain of actions and outcomes, even if not always immediately visible. The decisions made about design, resources, finance, processes and people have dramatic implications for how safely we operate. This programme will help everyone to make those mental connections. It will help every individual, no matter what their role is, to understand the implications of their actions on safety and help make the changes we need to continuously improve.

Everyone ultimately has an impact on the safety of our people, passengers and the wider public.

We all, each one of us, hold the safety of Britain's railway in our hands.

Working together

On page 8 we have outlined the first stages of the '*Think about the bigger picture. Think safety*' programme and how it will roll out to the business.

Of course, communication is only the start of this programme. Real success will come from the involvement of you and your teams.

The programme materials will provide a framework for you to think together and make real change in what you and your teams do and how you do it. It is these plans, and the actions that follow, that will make a difference to safety on the railway.

From planning to action

What do you need to do? You need to show your commitment to the development of system safety at Network Rail. Over the page is the 'Quadrant of aims' that summarises what we're setting out to do and how we will measure success. The Senior Leaders' role is clear: lead your teams and provide us with the feedback, the action plans and success stories to share with the rest of the business.

For now your role is to think about the connections between your teams and a safer railway.

Think about how to get your teams engaged in making change happen.

Think about the commitments you can make to improve the safety of the railway. Think about the steps you will take to see these through.

*Think about the bigger picture.
Think safety.*

Quadrant of **aims**

Purpose

To support the concept of safety as ‘the first consideration’ in everything we do

To raise awareness of the concept of system safety and how system safety is everyone’s responsibility within Network Rail

To drive change in the decisions that we make and the behaviours we exhibit, so as to deliver a safer railway

To facilitate and promote dialogue on the impact of one’s role on others and on the safety of the railway system. To *‘Think about the bigger picture. Think safety.’*

End product

A culture within Network Rail where everyone puts the safety of all the railway, and all the people who use the railway, first – in line with our management principle of...

“I will always put safety first”

This will mean working towards a workforce characterised by their personal commitment to:

- reviewing what they do and how they do it
- understanding the effects that their actions have on others
- changing processes and outputs to deliver a higher level of system safety

Customers

Every employee within Network Rail will be included in the programme

Where possible, cascade activity packs will be tailored to audience segments based on the Process Led Organisation model

Success criteria

Collation of a catalogue of examples of planned change across the business where, as a direct result of the programme, processes and outputs are to be altered to enhance system safety (SOURCE: Director feedback)

Feedback indicating support for the programme and employee commitment to system safety, specifically through the supply of content and case studies to inform further iterations of the cascade (SOURCE: Director and Manager feedback)

All teams across the company confirming that they have held a *'Think about the bigger picture. Think safety'* workshop (SOURCE: Director feedback)

Teams incorporating and prioritising system safety as one of their objectives (SOURCE: Manager feedback)

Employees who consider safety in its widest context and relate their understanding of wider safety issues to their own actions and working practices RESULTING IN improved safety performance for the company in the longer term (SOURCE: KPIs, PPM and No. of RIDDORs)

What's going to *happen?*

To get things started we have outlined some of the first year's activities – but as with any process of continuous improvement, it will never be finished and will eventually become a natural part of the way we work.

We start with this pre-launch pack to give you, the Senior Leaders, a taste of what's to come.

In May, the launch will begin with some more information on Connect and Safety Central, and this will be followed by the programme's first full engagement with our managers. Toolkits will be provided to facilitate workshops about the bigger picture of safety on the railway, how each of us influence it, and the need to design safety risks out of what we do.

As activities are scheduled and completed following the workshops, and feedback and stories are received by you and your teams, you'll be able to see programme updates from across the business on Connect. These will be based on your successful outputs as a result of the *'Think about the bigger picture. Think safety'* programme and will feature as the "best practice" examples of future cascades.

For any questions or feedback on the programme as it rolls out, you can contact thinkaboutthebiggerpicture@networkrail.co.uk

Notes

Network Rail
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Managers' Workshop Facilitation Guide

Safety: leading the conversation



Destination	Time	Platform	Train
Leeds	21:12	14	Blackpool North
Leeds	21:24	14	Blackpool North
Leeds	21:36	14	Blackpool North
Leeds	21:48	14	Blackpool North
Leeds	21:12	14	Blackpool North
Leeds	21:24	14	Blackpool North
Leeds	21:36	14	Blackpool North
Leeds	21:48	14	Blackpool North
Leeds	21:12	14	Blackpool North
Leeds	21:24	14	Blackpool North
Leeds	21:36	14	Blackpool North
Leeds	21:48	14	Blackpool North



*Think about the bigger picture.
Think safety.*

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Welcome

Thank you for your commitment in leading these *'Think about the bigger picture. Think safety'* workshops.

Safety has always been a priority for the railway industry in the UK. At Network Rail it is our number one management principle and vital to the way we operate.

As leaders, managers and supervisors, we all play a key role in keeping Britain's railway safe. Safety starts with us. We do well – and we can raise the safety bar even higher.

We established Westwood to give you the skills to lead, influence and engage people to drive change. And now we've developed the *'Think about the bigger picture. Think safety'* programme to nurture the best safety culture possible. We have invested a great deal of effort and thought in creating this programme, which looks at what we call 'system safety'. We now look to you to make it achieve its goal.

It's a challenging programme, demanding time and energy to prepare and carry out the workshops. I am sure that by following this guide we can all get a real sense of achievement in making a real difference across the whole business.

We are running these workshops across the business because everyone needs to be involved, and we all need to learn from one another. So it is essential that you feed back your experience from the workshop day, and from every other day going forward.

That is how we can recognise – and build – best practice, and how we can make the railway even safer.

Iain Coucher
Chief Executive

*Think about the bigger picture.
Think safety.*

What are we doing? What is system safety?

System safety is a way of thinking about safety across the whole railway. It is a way to make thinking about safety a part of Network Rail's culture, at every level, in every area. It means that we have to think about the railway as a total system, and focus on the interactions between the parts of that system, the people involved and the external environment.

Why is it important to Network Rail?

It is important to Network Rail because all of our stakeholders – including passengers, customers, the public and our own people – have the right to as safe a railway as possible. It is our moral obligation to keep our stakeholders safe when they place their trust in us, as well as our corporate responsibility and part of being a sustainable business.

Our reputation rests on our ability to keep all of our stakeholders safe, as much as it does on keeping our promise to deliver the timetable.

What are the benefits?

As a result of taking a system approach to safety, we can reduce the risk to everyone in a way that cannot be achieved by implementing standards and procedures alone. When everyone involved in running the railway is dedicated and proactive towards overall safety, and understands the impact of his or her decisions and actions, the entire system becomes safer.

What we need to do

It's important to the organisation that everyone understands the big picture of safety and how to play their part. This relies on managers encouraging their teams to suggest ways to make the railway safer, and then putting those suggestions forward so processes can be improved. It relies on teams incorporating system safety into their objectives, and monitoring progress against those objectives, and it relies on every individual being dedicated to the overall safety performance of the company.

This Managers' Workshop is where we start to raise awareness amongst our leaders, managers and supervisors – its aim is to get everyone to think about their role in the bigger picture. This pack gives you all the tools you will need to run system safety workshops with your management team.

By the end of the workshops, your team will understand the importance of a system approach to safety, and will see their role in strengthening the system.

What this pack contains and how to use it

The most important aspect of running these workshops is covering the right material to obtain the right results. It's about having a good conversation with everyone in your team, and here we've provided some hints and tips on how best to do this.

Each chapter of the workshop has its own step-by-step guide. In there you will find an outline of what you need to do, what you need to prepare, some suggested speaker notes (not a detailed script for each section, just some expanded bullet points that you can phrase in your own words and deliver in your own way) and, in green, some example prompts you might use to help the group's thinking.

Familiarising yourself with all the accompanying slides and content will help make things go smoothly. There are examples to refer to, but to really bring the messages to life, you will need to adapt, add and tailor the examples to fit your team's experience and activities. The more relevant you can make your examples, the more effective the workshop will be.

How to organise your workshop

Who should attend?

The short answer is everyone with a leadership responsibility within Network Rail. You should involve your direct reports, and they should cascade on to theirs. At this point, it's all about involving managers and supervisors first (including Team Leaders, Section Managers and Charge Hand roles where applicable).

This workshop is intended for the managers and supervisors in the business. Frontline colleagues will have their chance to hear the message later on, with communications to suit our different business areas and their own communication channels.

It is for different areas of the business to make the judgement where this cascade stops, and where simpler materials and tools (which we are developing) should be employed to get the system safety message through to the frontline.

The optimum number of people to attend the workshop should fall between 12 and 20. That allows for four mini-groups of between three and five people to take part in the exercises. If you have more than 20 people, don't be tempted to squeeze them in, instead run two workshops. If you have fewer, talk to managers from a similar discipline and join forces to run the workshop.

How should they be asked to attend?

Participants should be formally invited to attend the session in advance. Send an email invitation first, which could read something like this:

Dear _____,

As you know, safety is our first priority at Network Rail. So, to make safety second nature in our daily work, I'd like to invite you to join me at a workshop.

The session will be held on (date) at (location) and will start at (time).

The session should last 2 hours, and will focus on our approach to safety and how to keep it in our minds during our everyday work.

I hope you find the session both informative and engaging and look forward to seeing you on the day.

I would be grateful if you could confirm your attendance by (date). If for any reason you are not able to make this date, please let me know as soon as possible and I will arrange an alternative workshop for you.

Yours sincerely,

Everyone with a leadership responsibility in your team should attend this workshop, and you should confirm to your line manager that your team has completed the workshop. To do this you'll find a short feedback form as an MS Word template with this pack.

Outline agenda

Chapter	Contents	Time
1. Welcome and introductions	Introductions, expectations for the session and housekeeping	5 minutes
2. All about big picture safety	Introduction to system safety and its benefits	20 minutes
3. Design and influence vs. Enact and protect	Discussion of the different roles we each have and the contribution they make to the big picture of safety	10 minutes
4. Making the connections	Exercise which explores the safety connections the group has to other parts of the business and ultimately the passenger and public	30 minutes
5. Challenging thinking	Exercise for the group to find ways to keep the big picture of safety always front of mind	25 minutes
6. Towards best practice	Exercise encouraging suggestions about what to stop, start or do more of, in order to make the railway safer	20 minutes
7. Safety: it's in our hands if we keep it in mind	Summary of the session and request for personal commitments from participants	10 minutes
		Total 2 hours

Facilitation hints and tips

As a reminder, here's some of the basics you need to consider before, during and after the session in order to make it run as smoothly as possible – and maximise the benefit.

Before

Understand your role

Your role is to *inform, inspire* and *involve*.

It is to enable the participants in the session to understand what system safety is; what part they as individuals can play in delivering a safer railway; and what the benefits are to the business and stakeholders.

They should leave the session sufficiently inspired to, in turn, inspire their team – and know what is required of them.

Familiarise yourself with the contents of this toolkit

Spend some time thinking about how you want to explain system safety or 'the bigger picture' of safety – with the focus on *how* and on *you*.

How is about the mechanics of the session

- Make sure that you have booked a suitable room; that it is fitted with the equipment you will need; that you are familiar with how the equipment works; and that it is in the right place. (Suggestions about equipment you might need in each section of the session are made in the following chapters)
- Make sure you have invited everyone you want to attend; that they are free to do so; that the group is a sensible size; and that the room is laid out appropriately
- Consider the session from the perspective of your audience – what have they had to do/not do in order to attend? How is the workshop going to help them?

You is about what you say

The toolkit provides plenty of material, which is there to help you explain system safety. But the way your team relate to the story and receive it is down to you. It is more important to be credible and passionate than slick and scripted. Just do what's comfortable.

Nonetheless, you should make sure ahead of the session that you know the bulk of what you are going to say and do. Preparing examples ahead of the session is a good idea, and there are points in the chapter sections where you will need to do so.

Facilitation hints and tips (cont)

During

Start from the beginning, and don't assume prior knowledge.

Follow the system safety story outline

Although you are encouraged to explain system safety in your own way, the story itself should be the same in all of the sessions being run across the business – so everyone understands system safety the same.

Keep an eye on time

This is important to keep people engaged.

Talk about instances at work where you've had an effect on safety further down the line – this is system safety in action

Make sure you have examples from your own experience – and ask participants to come up with ones of their own.

Get everyone involved

Ask them questions as you go along. This will help to keep everyone engaged and will also give you feedback on how the session is going.

If the session isn't going well

If answers are shallow or too generalised, keep asking questions that demand specifics such as: "What would that mean in practice?", or "Can you give us an example from your everyday work?".

But don't talk too much. Your job is to facilitate, not to participate.

After

At the end of the session, get as much feedback on how it went as you can.

Make sure that the delegates know what is expected of them once the session is finished

They need to understand what further action is required; how progress will be measured; and when and how feedback will be presented.

Make sure you reply within a reasonable period to any unanswered questions you took away from the session.

Don't forget to collect any completed exercise sheets and develop plans around some of the ideas they contain. And if these plans deliver better, safer outputs, share them with the business by sending them to your line manager or Director, who can act accordingly.

If any of your suggestions are put into action and prove successful, we want to hear about them at thinkaboutthebiggerpicture@networkrail.co.uk – so be sure to send your stories to us.

Give us the examples of best practice to publicise to the business.

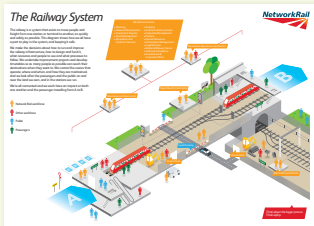
Materials and equipment

For the session you will need a computer and projector (or large screen) for the PowerPoint presentation, and a flipchart with paper and marker pens – enough for the four or five sub-groups you will be creating. Sticky notes would also be useful.

You'll also need:

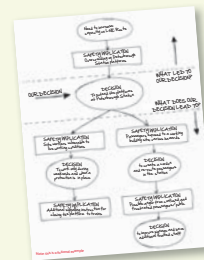
Chapter 2

A3 colour printouts of The Railway System diagram (one between two is fine)



Chapter 4

Enough flipcharts or flipchart paper for each of the sub-groups, and your own drawing of a connections diagram (see later)



Chapter 6

'Stop, Start, More' exercise sheets, one per sub-group



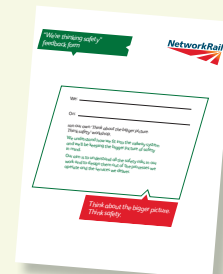
Chapter 7

Sticky notes



After the workshop

'We're thinking safety' feedback form



The session will be most effective if the room you use allows the smaller groups to gather around a table, rather than boardroom or classroom style. And wherever possible, find a room with natural light – it helps people to stay alert.

Step-by-step guides to each chapter

Key to chapters

The first page of the guide for each chapter gives you the purpose of that chapter, an outline of what you'll be doing, and the timing. It also has the images and numbers of the PowerPoint slides you'll need, and images of any handouts that need to be printed out before the session.

What to say

The pages are organised as follows:

Slide X

The text in black is our suggestion of what you can say to explain the slide. You don't have to stick rigidly to this or read it out; it is for guidance purposes only.

Text in red is additional guidance notes for you. These may tell you when you can introduce discussions or activities, or make suggestions about how to make sure you're getting meaningful responses. They aren't meant to be read out.

Text in green is there only to give you an example of the kind of thing you might use to illustrate a point or help guide the group activity. It is unlikely that the example will be exactly right for you and your team, so please find your own examples to bring the point to life.

Chapter 1: Welcome and introductions

Purpose

To welcome the group, introduce them to each other if necessary, explain the purpose of the session, and manage expectations – theirs and yours.

Prepare

You will need to customise the PowerPoint slide to reflect the specific details of your team and the set-up of your workshop – for example, you may not need introductions if the team work closely together; or you may want to ensure everyone knows where the bathrooms and fire exits are.

What to do

- Welcome everyone to the session, and introduce yourself
- Ask everyone to briefly introduce himself or herself
- Cover any aspects of housekeeping:
 - BlackBerrys and phones off
 - Refreshments if appropriate, where and when
 - Fire exits
 - Bathrooms
 - The duration of the session, any planned breaks, and when it will end
- Set the context: explain that the session is all about the bigger picture of safety at Network Rail, and that this is important to achieving our aim of being an industry leader in managing passenger, workforce and public safety.

Timing

5 minutes

Materials you will need

- PowerPoint slide number 2



Chapter 2: All about big picture safety

Purpose

To give the group a shared understanding of how the railway is a system, and that this thinking can be applied to ways of improving safety overall.

What to do

- Explain how the railway is a system – use The Railway System diagram to show what we mean
- Explain what system safety is, and why this is important to Network Rail
- Lead a discussion about where the group has an impact on the system's smooth and safe running
- Introduce the theory behind system safety and having a safety culture. Explain that a cultural and attitude shift has to happen for further improvements in safety to happen

Before the session, make sure you are comfortable with the curve on slide 5 and the stages it illustrates.

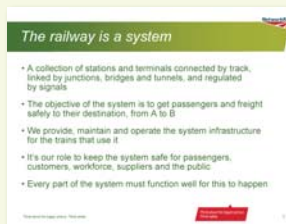
- Lead a discussion about where the group sits on this graph, and why. Be prepared to challenge complacency!
- Explain the notion of how every decision or action in the system contributes to the overall safety of passengers, the public, customers and workforce. There *are* differences in the impact each part of the business has, but everyone **does** have an impact somehow.

Timing

20 minutes

Materials you will need

- A3 handouts of The Railway System diagram
- PowerPoint slide numbers 3, 4 and 5



Chapter 2: (cont)

All about big picture safety

What to say

Slide 3

When you think about it, the railway is a system made up of a number of stations and terminals connected by track, linked by junctions, bridges and tunnels, and regulated by signals. This system is, of course, managed by different people in different areas.

It's a system that exists to move people and freight from one station or terminal to another as quickly and safely as possible. Passengers become part of the system through a station, and leave it at another station.

Our role is to make the system work. We plan and design improvements to it and carry them out. We maintain the system to keep it working. We provide power, people, and resources to operate it. And we keep the trains apart through a network of signals.

Every part of the system has to work properly for this to happen safely, every time.

Slide 4

This diagram shows a little more detail of this system – though obviously it's still highly simplified.

You can see how passengers enter, use and leave the system. And you can see how members of the public interact with it – legitimately, through level crossings and stations and in an unauthorised way, through trespassing and misuse.

Our control over the system is on several levels. We build and run the buildings that passengers and customers use, and we carry out projects to improve the network's efficiency and capacity. Maintenance teams repair the track for the trains to run. And our Operations teams control the signals to keep trains running safely and to the timetable. This is the frontline part of the system.

Behind the scenes, decisions have to be made about which routes operate where and when, how to improve the railway so that it can carry more people faster, what to build, when and by whom. And how resources and people should be allocated.

In pairs, look at the diagram and discuss how the decisions you make have an influence on the safety of the system.

Let everyone take a few minutes to look at the diagram and discuss in pairs; ask the pairs to give feedback briefly. Note that some Support Services functions (those in the right-hand column of the HQ: Decision Centre) may need prompting to come up with examples for how they have an impact. If you think that might be the case, prepare some prompts and thought-starters for them.

For example: An office-based engineer designing a piece of machinery for the frontline might not think they affect safety that greatly. But what if that piece of equipment requires goggles to operate or needs repairing at height – could the design be changed to avoid this?

For example: Recruiting people and suppliers with a positive attitude towards safety is vital for our business. Are the processes in place, and being followed, to make sure we're recruiting the most appropriate individuals and companies? Are the right job adverts and tenders being written? Equally, are these people being recruited in the timeframe required by the business, preventing any extra strain being placed on the rest of the workforce?

For example: When an accident happens, it is important to report, assess, and share information about why it happened. This helps us prevent it happening again. Is this information collected in a detailed and timely manner? And is it being shared successfully with all those who need it, both at the frontline and HQ? Everyone should be aware that with every Management Cascade the company circulates, an update on safety is included – the section called 'Safety Matters' exists for everyone to brief.

Chapter 2: (cont)

All about big picture safety

Slide 5

Understanding that the railway is a system, and that all our actions and decisions are connected in this system brings us to the concept of system safety. This is an approach to safety that goes beyond regulations and rulebooks.

It means that we have to think about the railway as a total system, and focus on the interactions between the different parts of that system. This slide shows a well-known model for understanding how safety risks are reduced when the participants' approach to safety is changed. Making this shift improves the safety of the system.

As you can see on the curve, there is a relationship between our attitude and culture around safety, and the number of incidents. This curve, used widely in safety critical industries, shows that there is a reduction in the number of incidents as an organisation evolves along the curve and progresses in its safety culture.

On the left, the approach to safety is instinctive, and it's left to the individual to respond to the risks alone. Next is a highly controlled approach, where the leadership impose rules and censure if they are not followed. Because of this 'command and control' approach, the responsibility for safety never transfers fully to the individual.

The next step, then, is to give individuals greater power – and in turn, win greater commitment. Standards become less about rules and more about just 'the way I work'. In this stage, while safety is improved, it is still mainly concerned with 'me and my team'. Our goal is to broaden awareness of safety further, to improve the safety of the whole system.

So the final stage is to have an awareness of the impact of actions and decisions on the whole system (system safety), to look out for all those involved in the system, and to take personal pride in keeping the whole system safe. It's important to note that we want to progress along this curve, and that each step builds upon the next. We never abandon regulations, we just understand them better and make them a natural part of our safety culture. Safety and regulations become second nature.

Take a few minutes to discuss where you think your team, and Network Rail in general, are on this diagram, and how far we need to go.

Different parts of the business may be in different places along the curve. We all need to be moving towards the right-hand side. It's also important to note that different parts of the business have a different relationship to system safety, depending on their ability to influence change to the network... as you will shortly see.

Chapter 3: Design and influence vs. Enact and protect

Purpose

To encourage thinking about where the team sits in the big safety picture, and how certain parts of the business and certain roles have a greater impact on the decisions that change the network, while others keep the system strong by applying and abiding by operational procedures.

Prepare

Examples of the impact of decisions your team or area makes on the running of the railway, and the subsequent impact on safety because of these decisions.

What to do

- Introduce and explain the idea that different parts of the business have a different kind of impact on the big picture of safety (influence/protect diagram)
- Discuss where the team sits on the chart, and what kind of impact they mostly have on overall big picture safety (Design and influence the system **OR** Enact and protect the system).

Timing

10 minutes

Materials you will need

- PowerPoint slide numbers 6 and 7



Chapter 3: (cont) Design and influence vs. Enact and protect

What to say

Slide 6

Different parts of the business have a different relationship to system safety.

Those parts of the business that have long-term influence over the network – where it runs, how fast it must go, where it is to be built or decommissioned, who will build it for how much and so on – have greater influence and ability to make big changes to the railway, thereby influencing the design of the system. Planning, Network Development, Investment Projects and various parts of Support Services make decisions that change things, and when changes are made, there are both opportunities and risks for the network.

For example: If we plan to create a new high-speed line, there are safety implications based on the potential risks of trains operating at higher speeds (many of which are mitigated by the design specification of the infrastructure and rolling stock), plus the increased risk to the public, partners and workforce of building a new line. These are all items we need to consider.

Asset Management and Operations & Customer Services are relied upon to keep the system strong by adhering to set standards and procedures in their maintenance and operation of the railway.

For example: During a track inspection, a Maintenance colleague noticed that a previously empty field beside the track had cattle grazing in it, but the trackside fencing was not stock proof (a standard requirement). The risks posed to the system were the potential derailment of a train and the need to have trackworkers or MOMs on the line when they should not have to be. To make the system safe the fencing was replaced and other parts of the line were checked for similar issues.

Prepare one or two examples of the impact of your area on changes to the network, and subsequently on safety risk, or on how your area implements the changes others make to make sure the system runs safely.

Slide 7

This diagram shows that towards the start of our Process Led Organisation model (on the left-hand side), we have high influence over the decisions and changes that will ultimately influence the safety of the whole system. On the right side of the chart it shows that while the influence on the way the network is designed is lower, the influence over enactment of standards and operational procedures, keeping the system whole and fully functioning, is much higher.

Take a couple of minutes to discuss where the team is on this chart and how far their influence extends. Encourage the participants to think beyond any current project scope, and to their impact on the whole railway.

Change to the network can be technical, operational or organisational – the way people interact. All of those changes are enabled by management decisions and will have an impact on the ability to keep the railway safe or improve safety overall.

Chapter 4: Making the connections

Purpose

To think about where the team sits in the big safety picture, and who relies on them, as well as who they rely on to keep the whole railway safe.

Prepare

An example from a recent decision your team has made and the impact it could potentially have on the wider rail network. Consider not only the immediate areas of the business forward and backward in the process, but extend the implications as far as possible, to customers, passengers and the general public. Draw this example on a flipchart before the session, as a chain or molecule diagram.

In the example on page 19 we have used ovals to show a decision, and rectangles to show the safety implications of that decision. This may be helpful for your team too. The decision chain in this example starts in the middle, with the decision to extend platforms, so that we can see the decisions, events and implications that came before, as well as what comes after.

What to do

- Split the group into four or five smaller groups, ideally with four or five people per group
- Each group has to discuss some of the significant decisions they have made in the last six months, and how each one has changed or influenced the network. Write them on a flipchart (you'll need them for the next exercise too)
- Using one or two examples, discuss the impact on the ability of other parts of the business to deliver a safe railway or work safely

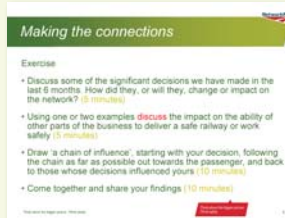
- Each group will use the flipchart to draw 'a chain of influence', starting with their own team, following the chain as far as possible out towards the passenger, and also back to those whose decisions influenced theirs
- Ask also the groups to come together and share their findings.

Timing

30 minutes

Materials you will need

- PowerPoint slide number 8
- Flipcharts or flipchart paper for the small groups
- Your own example diagram



Chapter 4: (cont) Making the connections

What to say

Slide 8

This exercise is a chance for us to think about some of the decisions we have made in the last six months, and the decisions that we are facing in the immediate future. So, in your groups, please write down up to five major decisions. You have five minutes.

Perhaps think about the efficiency issues raised by CP4 and what decisions you will have to make as a result.

Then, pick two of these decisions and think about the safety implications of those decisions on people outside your team. How far along the system did (does) the decision have an impact or safety implication? Did it (will it) indirectly touch the customer, passenger or public, even through the subsequent actions or decisions of other parts of the business?

Let's follow the chain as far as you can forward, to the passenger or public, and as far as you can backwards, through the decisions, actions or events of others that led to your decision. Here's an example of what we're looking for.

Introduce your example.

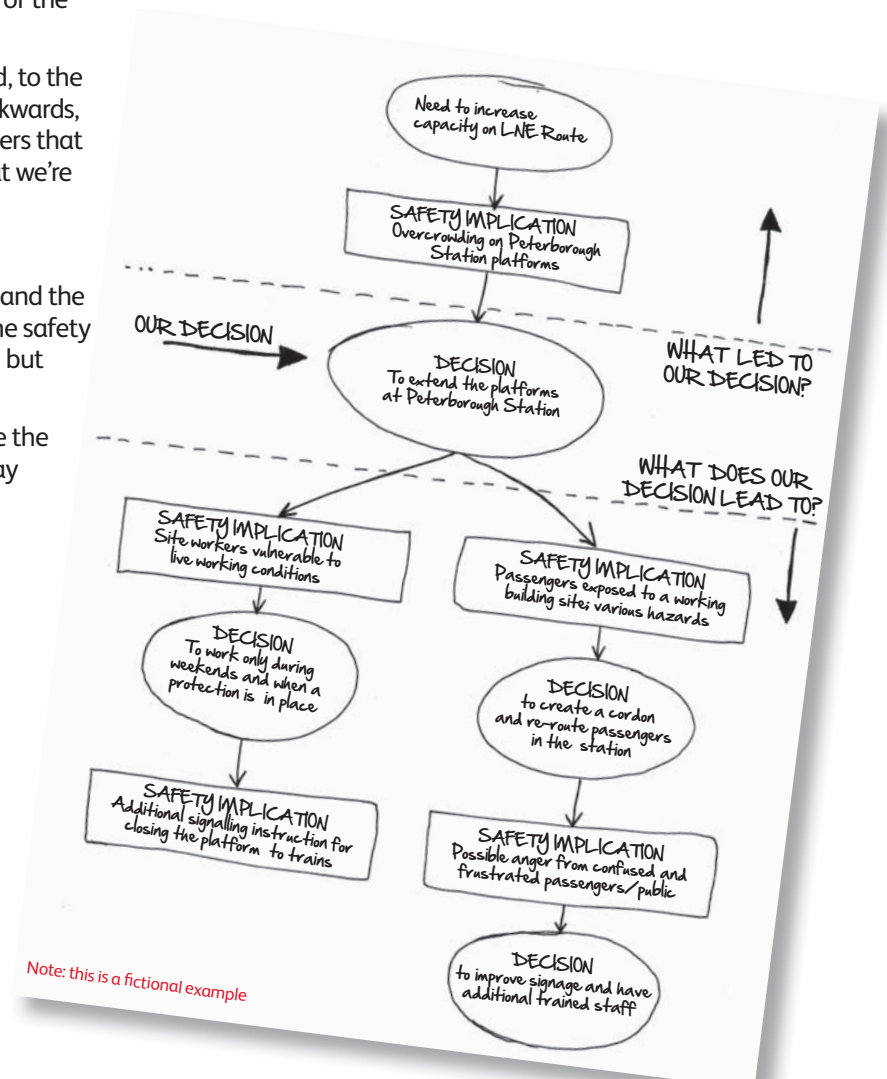
I have outlined the decisions made in an oval, and the safety implications in a rectangle. Note that the safety implications aren't just about us and our team but extend to the widest possible implications.

In your groups, draw a similar diagram to trace the path of your decision through the whole railway system.

You have 10 minutes.

Be prepared to push the groups to follow the consequences as far as is possible, not just to the next team or part of the business; we want them to become more aware of their impact on wider groups, such as passengers. When the teams have completed their diagrams, ask them to present them back to the whole group. Note any similarities or differences, and where the diagrams end up – again, be prepared to challenge and ask if there are further links in the chain.

To conclude, tell the group that these diagrams will be used in the next exercise, where they'll be thinking about what they might do to bring big picture safety into all the decisions in the chain. Stress that this will be very important if any of the groups have highlighted any negative safety impacts.



Chapter 5: Challenging thinking

Purpose

To encourage those whose influence lies at the beginning of the Network Rail Process Led Organisation model, or who have a management role, to continue to question the status quo and always seek to examine the safety implications of the decisions and plans they make.

Prepare

After you've read through the exercise, prepare your own examples of where processes or decision-making could be changed to incorporate overall safety considerations more explicitly.

For example: A stepladder was installed to a trackside equipment cubicle to provide access. However, the foot of the steps led directly onto track. The hazard was recognised and a handrail barrier was installed between the bottom of the ladder and the track, but in future could the designers think about people using the equipment, and the proximity of it to track, and design-out this risk? The system will be safer in future as access to these cubicles will be designed so the ladder faces away from the track.

What to do

- Keep the group in four or five smaller groups
- Ask the groups to consider some of the decisions and diagrams they have produced, and discuss where they might have been able to consider safety as part of the decision-making process
- Ask them to consider the barriers or blocks to making big picture safety a conscious consideration (front of mind)
- Ask them to write down any suggestions for changing their planning or decision-making processes to make big picture safety considerations more explicit

- Note that the focus is on the bigger picture, onward safety implications rather than the immediate risk
- Ask the group to come back together and discuss their suggestions.

Timing

25 minutes

Materials you will need

- PowerPoint slide number 9



Chapter 5: (cont) Challenging thinking

What to say

Slide 9

Now that we have some examples of how decisions we – and others – make have an impact on the railway's overall safety, it's time to think about how we can influence positively the connections and always keep the big picture in mind.

Staying in your groups, think about the decisions and diagrams you have just been working on: where might we have considered safety risks?

There may be barriers or blocks to making risk assessment front of mind in our daily work. What are these? Write them on your flipchart. Take no more than five minutes.

Then, when you have captured these barriers or blocks, talk about what we might do to overcome them. Write down your suggestions on the flipchart. Take up to 10 minutes.

It would be useful at this point to give your team some examples of actions that might help bring risk assessment (thinking bigger picture) front of mind. For example, if you are helping to develop a new standard, asking those people it will affect for their input via a short interview or focus group.

When their time is up, ask the groups to share their conclusions with the whole group. Go straight into the next exercise, where you will decide which of these you can realistically begin to incorporate into your work...

Chapter 6: Towards best practice

Purpose

To summarise and compile some actions to improve the incorporation of big picture thinking into daily activities, and to gather suggestions that can go forward to help start a best practice approach to safety.

To encourage everyone to assess their own safety knowledge and competence levels, and seek additional training if required.

Prepare

There is an example of a completed 'Stop, Start, More' exercise sheet on page 23. Before the workshop, think about what you would like the team to consider as actions in each of these categories, to make it relevant to their work. Also, think about possible safety training needs for your team.

What to do

- Keep the group in four or five smaller groups
- Distribute the 'Stop, Start, More' exercise sheets, one to each group
- Ask each group to think about what they need to stop doing/start doing/do more of in order to really make big picture safety stay at the forefront during their everyday work. As part of this, ask them to also think about their own **individual** safety knowledge and training needs
- Ask them to write their ideas on the exercise sheets
- At the end, gather up and forward the sheets.

Timing

20 minutes

Materials you will need

- PowerPoint slide number 10
- A4 handouts of 'Stop, Start, More' exercise sheet



Chapter 6: (cont) Towards best practice

What to say

Slide 10

Now is our chance to take five minutes to reflect on the important and significant thoughts that have come out of today. So, in your groups we're going to discuss what these are, particularly with reference to the last exercise and what we can do to approach safety from a system perspective. When you've had a quick recap, decide:

- Is there anything we should STOP doing that is currently hindering our ability – as individuals or teams – to really consider the big picture of safety?
- Is there anything we should START doing that we haven't been doing so far?
- Is there anything we should do MORE of, that we may have just begun – or even recently stopped doing – that could help improve safety?

Do you require any training?

In particular, let's think about whether we – and our teams – have the knowledge and skills to keep the system safe. Consider additional training as one of your possible actions and fill in the bottom box of your exercise sheet – but try to be specific:

- What might **you** need training on?
- Do you need better safety awareness?

Take 10 minutes to discuss this and complete the exercise sheets I've given you, then I'll ask you to share your thoughts with the rest of the room.

After the feedback, tell the group of any particularly strong suggestions that you think the team can immediately implement, or that you will recommend to your line manager or Director.

I'll gather up copies of these sheets and feed them back to our line manager or Director. From these we will begin to work towards a best practice approach to system safety across the whole organisation.

Chapter 6: Towards best practice Stop, Start, More exercise sheet



Process Area:

Function/Team:

Issues we have identified that might be barriers to making big picture safety part of how we work:

Example: Poor information flow from our colleagues in other departments means we have less time to consider safety implications

STOP

What might we STOP doing to overcome these issues?

Example: Stop relying on others to bring us the information; blaming other departments

START

What might we START doing to overcome these issues?

Example: Start holding weekly update meetings with representatives from other departments to anticipate and discuss the safety implications of our work

MORE

What might we do MORE of to overcome these issues?

Example: More sharing of our upcoming plans with other departments

TRAINING

What training might I benefit from?

Chapter 7: Safety: it's in our hands if we keep it in mind

Purpose

To ask for a personal commitment to keep safety in mind always.

Prepare

- Your own personal commitment to the big picture of safety.
- Customise PowerPoint slide 14 and the speaker notes to fit your specific function when talking about what your role has to contribute to system safety.

What to do

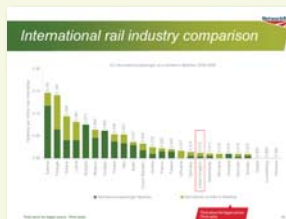
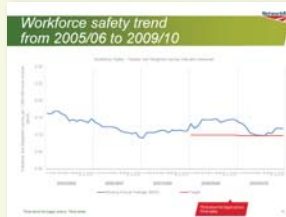
- Make sure all the participants are able to see the screen again – there is no group work in this chapter
- Remind the group of the performance Network Rail has achieved in overall safety
- Remind them of what was said right at the beginning about how further improvement will come from changing the way we think about safety
- Professional responsibility. Everyone, whatever they are doing, is playing a part in keeping others safe
- Remind them that their contribution, as decision-makers, is to be constantly vigilant so as to design safety risks out of the processes we operate and the services we deliver
- Remind them that their responsibility as leaders, managers and supervisors is to instil a 'safety sense' in their teams, that goes beyond standards and the rule book
- Ask them for an individual commitment to the big picture of safety.

Timing

10 minutes

Materials you will need

- PowerPoint slide numbers 11, 12, 13, 14, 15 and 16



It's in our hands if we keep it in mind

- Today's session has been about how thinking about the bigger picture of safety can make the whole railway safer
- We have looked at how the whole system is interconnected
- To be successful, we all have to do our part
- As leaders, managers and supervisors, we have to make an attitude change happen toward safety through encouragement, reinforcement, and measurement
- Everyone, whatever they are doing, is playing a part in keeping others safe (Manager to labor this point to higher board)
- Take five minutes to decide on YOUR personal commitment

Thank you

Chapter 7: (cont) Safety: it's in our hands if we keep it in mind

What to say

Slide 11

Before we draw this session to a close it's worth having a quick look at the kind of safety record we have at Network Rail. This slide shows that after a trend of continuous improvement over a number of years, workforce/contractor safety has now reached a plateau, with no significant improvement since April 2007.

This is significant, as it highlights one of the major reasons we're running the 'Think about the bigger picture. Think safety' programme – we must strive for a step change in safety performance.

Note: FWI is an abbreviation for Fatalities and Weighted Injuries.

Slide 12

Of course we have been talking about how we can improve safety for the whole system today. Passenger safety is a major component of system safety. This slide shows that passenger safety overall has continued to improve, with the Passenger Safety Indicator (PSI) at 0.215 at the year end, 13% ahead of our internal target and its lowest level ever.

During the 2009/10 reporting year there were no on-board fatalities in train accidents. This is the third reporting year, and the longest period in British rail history, without such fatalities.

There were no passenger fatalities at Network Rail managed stations or level crossings during 2009/10.

Slide 13

Looking at train accidents in more detail, but over a much longer timeframe we can see just how much safer the railway is compared to the past. Again, it's now more than three years since the last train accident with on-board fatalities.

But we cannot afford to be complacent; any fatality, any serious injury is one too many.

Slide 14

Looking at the statistics for European rail travel, we can see that we are one of the safest railways in Europe (based on passenger and workforce safety combined).

Note: These statistics give a flavour of how well Network Rail is performing against other railways – outperforming some of Europe's bigger countries, such as France, Spain and Germany.

We can be proud of what we've already achieved. We have come a long way for our customers, passengers, workforce and suppliers. But we know we can – and must – do more, to once again improve our record.

Slide 15

Today we have talked about the big picture of safety, safety as an integral part of the railway system. We started by talking about how this approach to safety can take us to the next level in overall risk reduction.

We've also looked at the interconnections between the parts of the system and discussed our own role in reinforcing those connections. This showed us that when everyone involved in the railway is dedicated to overall safety, understands the impact of his or her decisions and actions, and is proactive about safety, the entire system becomes safer.

Chapter 7: (cont) Safety: it's in our hands if we keep it in mind

Slide 16

Finally, thank you for your lively participation today. This is the start of the programme. You will be hearing more in other internal communications – and we'll be asking you to take this message to your frontline teams shortly.

Success clearly rests on the ability of everyone in the organisation to understand the big picture of safety and how to play their part. It relies on us, as managers, encouraging our teams to speak up and suggest ways to make the system safer, and then putting those suggestions forward so processes can be improved. It's our role to reinforce a positive attitude change towards considering the bigger picture of safety.

It relies on us incorporating system safety into our objectives, and monitoring progress against those objectives.

And it relies on every individual being dedicated to the overall safety performance of the company.

We can be proud of what we have achieved so far, and we can take professional pride in achieving even more. Because safety is in our hands, if we all keep it in mind.

I'd like you all to take five minutes, finally, to consider one personal commitment that you can make – it might be an action we have already discussed, or a new thought that has just occurred to you. Write this on a sticky note and come and stick it on the flipchart at the front when you are done. You don't need to put your name on it. I will be feeding these back to our line manager or Director as he/she considers this to be one of the most important programmes we will be tackling and is keen to see some of the thoughts everyone has come up with. Keeping this commitment is essential to the success of this programme.

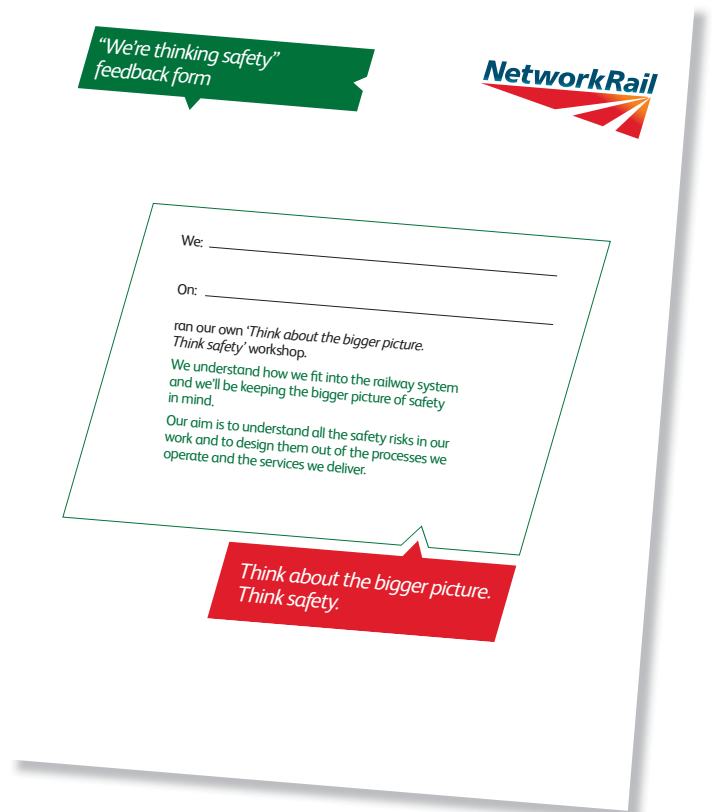
The commitment should be specific, meaningful and demonstrable. For instance, "I'll develop a checklist to consult with the project manager over safety implications before I commit to project decisions."

After the workshop

You will have some completed 'Stop, Start, More' sheets and some personal commitments. Make copies of these and forward them to your line manager or Director, whichever you think is the most appropriate to the particular actions or issues raised.

Don't forget to fill in your "We're thinking safety" feedback form, which is an MS Word template, and email it to your line manager too. This isn't a formal attendance record, it's just to show that your team has taken part.

Finally, it may be that some of your team's suggestions are put into action – if so, we want to hear about it so we can tell the rest of the business about new ideas and best practice. Please email the details of what was suggested, what happened and what the outcomes were to thinkaboutthebiggerpicture@networkrail.co.uk



Thank you for your energy, commitment and time in running this workshop





Network Rail
Kings Place
90 York Way
London N1 9AG
networkrail.co.uk

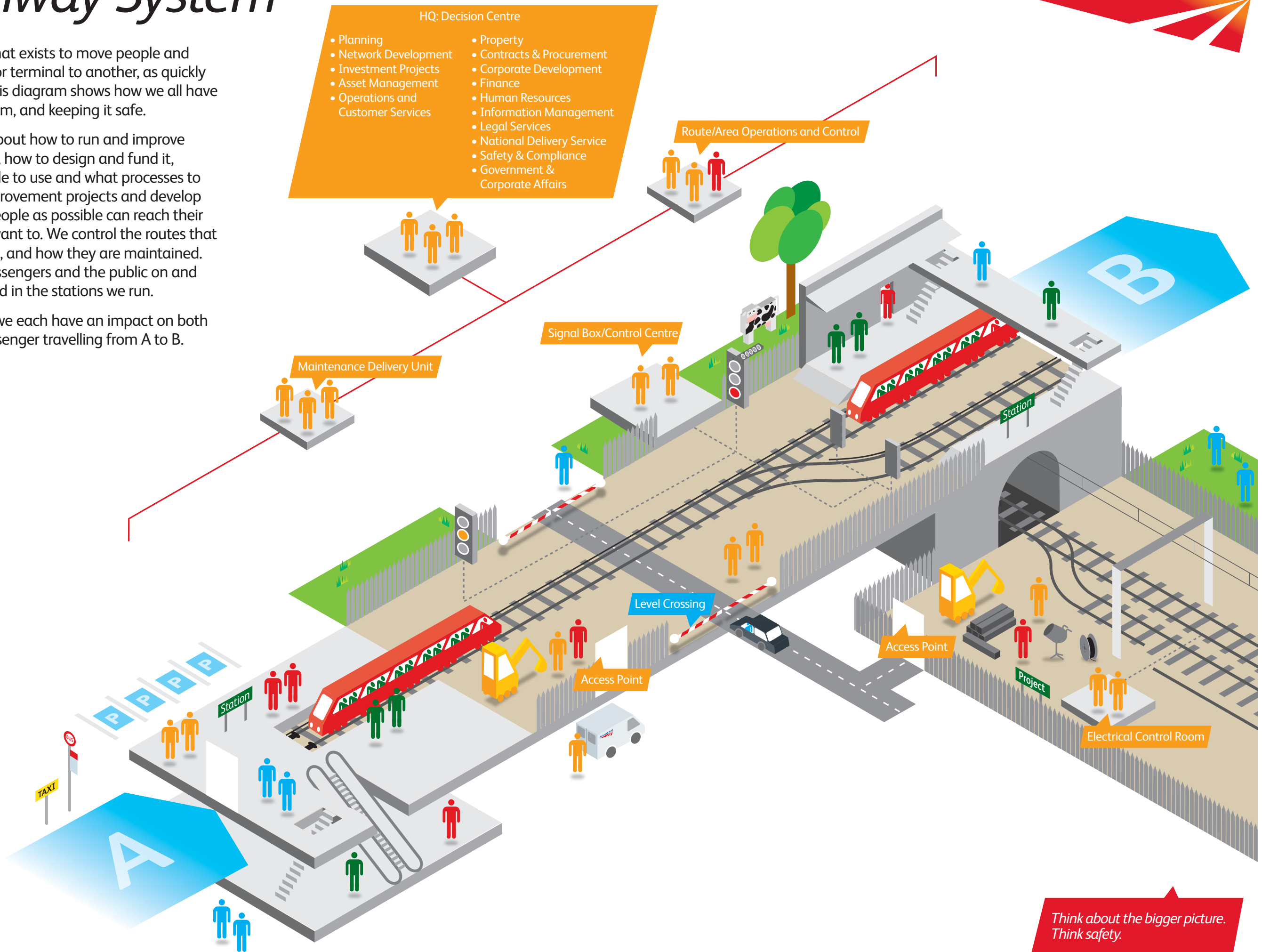
The Railway System

The railway is a system that exists to move people and freight from one station or terminal to another, as quickly and safely as possible. This diagram shows how we all have a part to play in the system, and keeping it safe.

We make the decisions about how to run and improve the railway infrastructure, how to design and fund it, what resources and people to use and what processes to follow. We undertake improvement projects and develop timetables so as many people as possible can reach their destinations when they want to. We control the routes that operate, where and when, and how they are maintained. And we look after the passengers and the public on and near the land we own, and in the stations we run.

We're all connected and we each have an impact on both one another and the passenger travelling from A to B.

-  Network Rail workforce
-  Other workforce
-  Public
-  Passengers



*Think about the bigger picture.
Think safety.*

Chapter 6: Towards best practice Stop, Start, More exercise sheet



Process Area:

Function/Team:

Issues we have identified that might be barriers to making big picture safety part of how we work:

Example: *Poor information flow from our colleagues in other departments means we have less time to consider safety implications*

STOP

What might we STOP doing to overcome these issues?

Example: *Stop relying on others to bring us the information; blaming other departments*

START

What might we START doing to overcome these issues?

Example: *Start holding weekly update meetings with representatives from other departments to anticipate and discuss the safety implications of our work*

MORE

What might we do MORE of to overcome these issues?

Example: *More sharing of our upcoming plans with other departments*

TRAINING

What training might I benefit from?

*Chapter 6: Towards best practice
Stop, Start, More exercise sheet*



Process Area:

Function/Team:

Issues we have identified that might be barriers to making big picture safety part of how we work:

STOP What might we STOP doing to overcome these issues?

START What might we START doing to overcome these issues?

MORE What might we do MORE of to overcome these issues?

TRAINING What training might I benefit from?



Think about the bigger picture.
Think safety.

Welcome

- Some brief introductions
- About today's session
 - Think about the bigger picture. Think safety.
 - Our aim is to become an industry leader in managing passenger, workforce and public safety
- But first, a little housekeeping...
 - BlackBerrys and phones off
 - Refreshments [if appropriate, please customise where and when]
 - Fire exits
 - Bathrooms
 - The session will last 2 hours, and we'll end by [please customise]

The railway is a system

- A collection of stations and terminals connected by track, linked by junctions, bridges and tunnels, and regulated by signals
- The objective of the system is to get passengers and freight safely to their destination, from A to B
- We provide, maintain and operate the system infrastructure for the trains that use it
- It's our role to keep the system safe for passengers, customers, workforce, suppliers and the public
- Every part of the system must function well for this to happen

Think about the bigger picture. Think safety.

Think about the bigger picture. Think safety.

3

The Railway System

The Railway System

The railway is a system that exists to move people and freight from one station or terminal to another, as quickly and safely as possible. This diagram shows how we all have a part to play in the system, and keeping it safe.

We make the decisions about how to run and improve the railway infrastructure, how to design and fund it, what resources and people to use and what processes to follow. We undertake improvement projects and develop timetables so as many people as possible can reach their destinations when they want to. We control the routes that operate, where and when, and how they are maintained. And we look after the passengers and the public on and near the line we own, and in the stations we run.

We're all connected and we each have an impact on both one another and the passenger travelling from A to B.

- Network Rail workforce
- Other workforce
- Public
- Passengers



Think about the bigger picture. Think safety.

Think about the bigger picture. Think safety.

4

To improve safety, change thinking



Think about the bigger picture. Think safety.

Think about the bigger picture. Think safety.

5

Design & influence or Enact & protect

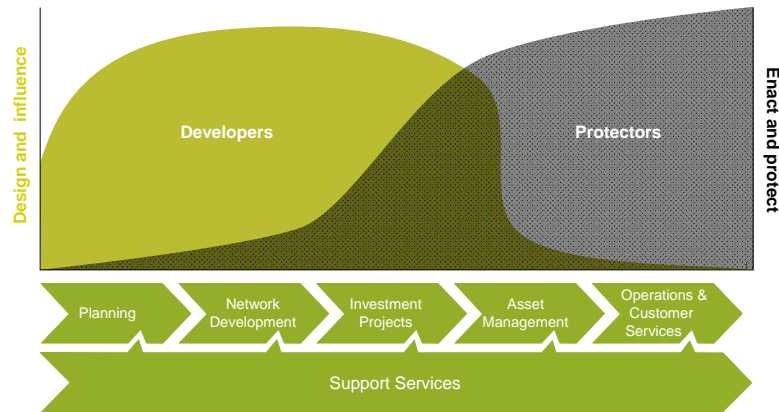
- Different parts of our business have different impacts on the big picture of safety
- The people who change and design the network have a long-term, wide-ranging impact on safety
- The early process areas in our business (Planning, Network Development, Investment Projects) often have a greater influence over change and design
- The later process areas in our business (Asset Management, Operations and Customer Services) have a greater impact on keeping the network whole, and protecting the system through applying and abiding by operational procedures
- Both are vital for system safety

Think about the bigger picture. Think safety.

Think about the bigger picture. Think safety.

6

System safety: Influence vs. Protect



Think about the bigger picture. Think safety.

Think about the bigger picture.
Think safety.

7

Making the connections

Exercise

- Discuss some of the significant decisions we have made in the last 6 months. How did they, or will they, change or impact on the network? (5 minutes)
- Using one or two examples **discuss** the impact on the ability of other parts of the business to deliver a safe railway or work safely (5 minutes)
- Draw 'a chain of influence', starting with your decision, following the chain as far as possible out towards the passenger, and back to those whose decisions influenced yours (10 minutes)
- Come together and share your findings (10 minutes)

Think about the bigger picture. Think safety.

Think about the bigger picture.
Think safety.

8

Challenging thinking

Exercise

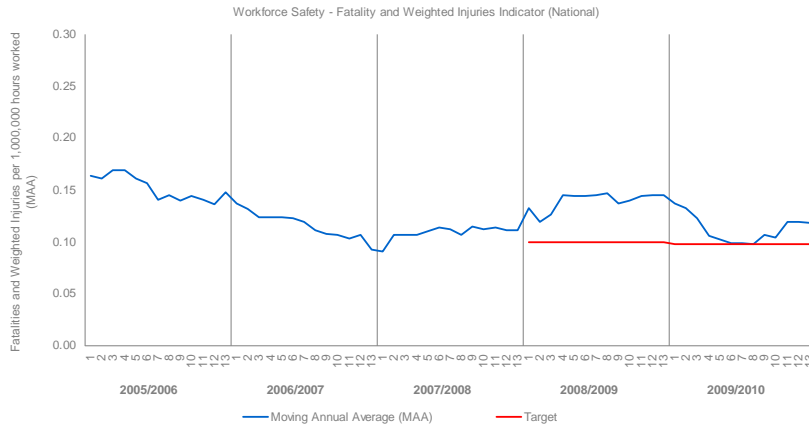
- In your groups, discuss the decisions and diagrams you have just been working on: where might we have considered the safety implications of our work? (5 minutes)
- Discuss the potential blocks to making risk assessment front of mind in our daily work (5 minutes)
- Discuss what we might do to overcome these and write down your suggestions (10 minutes)
- Share these with the whole group (5 minutes)

Towards best practice

Exercise

- Let's take five minutes to reflect: what are the important/significant thoughts that have come out of today?
- In our groups discuss these and decide:
 - Is there anything we should STOP doing that is currently hindering our ability to really consider the big picture of safety?
 - Is there anything we should START doing?
 - Is there anything we should do MORE of?
 - Is there any type of training you might benefit from?
 - You have 10 minutes
- Share with the whole group (5 minutes)

Workforce safety trend from 2005/06 to 2009/10

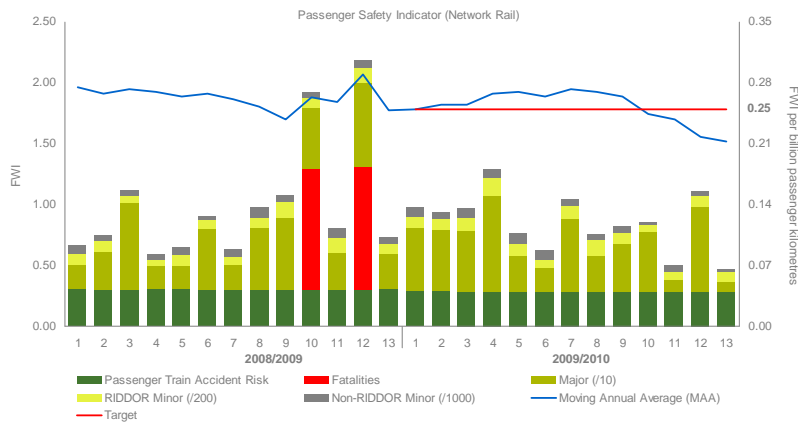


Think about the bigger picture. Think safety.

Think about the bigger picture. Think safety.

11

Passenger Safety Indicator



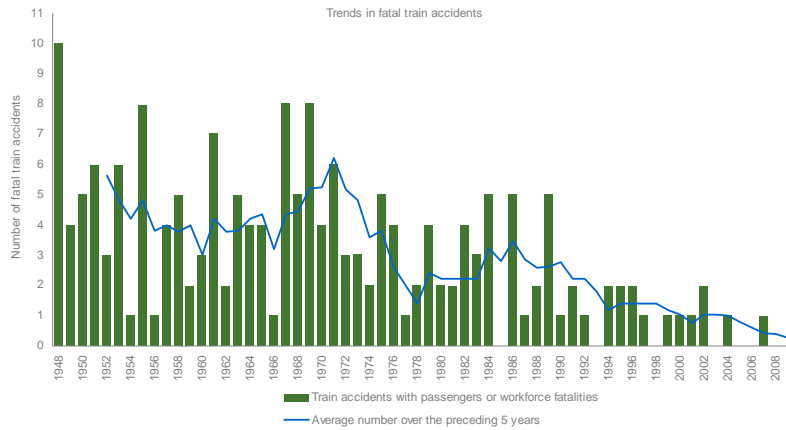
FWI = Fatalities and Weighted Injuries

Think about the bigger picture. Think safety.

Think about the bigger picture. Think safety.

12

Trends in fatal train accidents



Think about the bigger picture. Think safety.

Think about the bigger picture. Think safety.

13

International rail industry comparison



Think about the bigger picture. Think safety.

Think about the bigger picture. Think safety.

14

It's in our hands if we keep it in mind

- Today's session has been about how thinking about the bigger picture of safety can make the whole railway safer
- We have looked at how the whole system is interconnected
- To be successful, we all have to do our part
- As leaders, managers and supervisors, we have to make an attitude change happen toward safety through encouragement, reinforcement, and measurement
- Everyone, whatever they are doing, is playing a part in keeping others safe **[Manager to tailor this point to his/her team]**
- Take five minutes to decide on YOUR personal commitment

Thank you

*“We’re thinking safety”
feedback form*



We: [Team name to be inserted here] VIEW THIS FORM IN 'PRINT LAYOUT'

On: [Date to be inserted here] VIEW THIS FORM IN 'PRINT LAYOUT'

ran our own *'Think about the bigger picture.
Think safety'* workshop.

We understand how we fit into the railway system
and we'll be keeping the bigger picture of safety
in mind.

Our aim is to understand all the safety risks in our
work and to design them out of the processes we
operate and the services we deliver.

*Think about the bigger picture.
Think safety.*