

A guide to the Home Safe Plan



Contents

The Home Safe Plan projects and programmes sit within six key areas of health, safety and quality:



1. Workforce safety

Fatigue Risk Management	8
Risk Management (WARAs)	9
Management of Occupational Road Risk (MORR)	10
Sentinel	11
Electrical Safety Delivery (ESD)	12
Safer Trackside Working (STW)	13
Planning and Delivering Safe Work (PDSW)	14
Procuring for Safety	15
Safety Hour	16



2. Public safety

Community Safety	17
Level Crossing Risk Reduction	18
Platform Train Interface	19
Prioritised Technologies for Level Crossing Safety	20



3. Train accident risk

Train Accident Risk Reduction	21
-------------------------------	----



4. Health and wellbeing

Respiratory	22
Medical Standards	24
Mental Wellbeing Resilience	25
First Aid	26



5. Ergonomics

Manual Handling	27
-----------------	----



6. Quality

Business Critical Rules	28
Integrated Management System	29

Introduction

In Network Rail, health and safety is a top priority and we have built protecting people into our business model, our main leadership themes and into our 'Must Wins'. Our Safety Vision of Everyone Home Safe Every Day is clear, and we are persistently working to achieve this.



Our overall safety performance in Network Rail still needs to improve significantly. While we are Europe's safest mainline railway, we still see too many incidents, too many near misses, and our workforce safety statistics are not benchmarking well. We are moving in the right direction, but we want to drive our improvements faster – and in doing so demonstrate our core belief that safety and performance go hand in hand.

To drive improvements and keep them sustainable, we need both short and long term goals. We need to focus on what matters on individual, local and national levels. The Home Safe Plan is a portfolio of 21 projects which are calculated to be those which will provide the best health and safety benefits. These 21 projects and programmes were identified from more than 150 ongoing projects which were then assessed based on the level of risk reduction they could provide, and consolidated.

The Home Safe Plan has been created using LEAN principles and has strict change management and governance associated with it. The business is closely involved in the selection of projects as well as in delivery of the plan. Engagement is constant so that evolving risks are managed in cross-business collaboration.

The Home Safe plan is driven from the central Health, Safety & Quality team (HS&Q), but co-owned with the business. To get the full benefit of the Home Safe Plan we need everybody to be engaged.

Please be part of the delivery of the plan: your contribution matters!

Have a safe day

Lisbeth Fromling
Chief Health, Safety & Quality Officer

What do people say about the Home Safe Plan?



“The national Home Safe Plan explains how we can improve our health and safety performance and achieve our Safety Vision of Everyone Home Safe Every Day. This plan underpins our belief that safety and performance go hand in hand, in the short and in the long term.”

Mark Carne,
Chief Executive, Network Rail



“The Home Safe Plan is a fundamental part of our performance improvement across the business, and I fully support the priority this plan needs to take to deliver our vision of Everybody Home Safe Every Day. I follow the delivery of the plan each period and with the agreements made with the Routes, and current progress, I am sure we are able to deliver the projects in the plan successfully with close co-operation between the Routes and the central Health, Safety & Quality team.”

Phil Hufton,
Managing Director, England & Wales



“The Home Safe Plan is simply about joined up working between us, other Routes, our Trade Unions and our national colleagues. In Western Route, we value this way of working as we want the very best safety for our people. We are working hard every day to deliver this vision with both the Home Safe Plan and our local health and safety initiatives being delivered in tandem.

Like other Routes and business functions, Western Route has helped create the Home Safe Plan. Our business needs a clear direction and a structured way of approaching safety improvement and the Home Safe Plan supports us all in achieving this.”

Mark Langman,
Route Managing Director, Western Route



“I support Network Rail’s Home Safe Plan; the plan puts Network Rail on the continuous improvement path to achieve its “Transforming Safety and Wellbeing” and “Transforming Health and Wellbeing” strategies and makes them real. This journey will continue throughout Control Period 6 and beyond. The implementation of the strategies via the “Home Safe Plan” is key to Network Rail continuing to deliver a safe, healthy and reliable railway.”

Ian Prosser,
Chief Inspector of Railways Office of Rail and Road (ORR)

“An overall rating of ‘Good’ has been given for this audit. This rating reflects that the control framework evaluated is designed and operating effectively to provide assurance that risks are being managed and objectives met.”

From the internal audit report, issued 21 December 2016, following audit of the Home Safe Plan

The Home Safe Plan

The Home Safe Plan (HSP) was created following feedback from both our internal and external stakeholders; including the Routes, Infrastructure Projects, Trade Union representatives and the Office of Rail and Road (ORR). They told us that we had too many change projects, and that focus within health and safety was changing too often which meant improvements were not fully implemented, and some projects were not delivering their intended benefit.



As a result of this feedback, the Health, Safety and Quality team created a high impact, consolidated plan and, following LEAN principles, the number of projects and programmes was reduced from 154 to 21, with all projects and programmes having been assessed to deliver the best safety impact.

The Home Safe Plan is the national portfolio of 21 key projects and programmes that will most effectively help us to achieve our vision of “Everyone home safe every day”.

The projects and programmes in the HSP were selected through a thorough process involving a detailed risk impact assessment; and in some cases to improve legal compliance. The projects and programmes in the portfolio have been agreed by the business. We closely manage the resources needed and the capacity of the delivery teams as part of HSP governance.

Future projects are held within a ‘project hopper’ which is regularly reviewed and assessed with the business. Some of these projects are second phases to ongoing projects e.g. Management of Occupational Road Risk. New projects will be brought forward based on risk impact assessments and begin when current projects are delivered. If a new priority is identified as having a higher risk impact than an existing project, one can be put on hold to create space for the new one to begin immediately.

Monitoring and reporting of performance is to a defined ‘drum-beat’ of meetings with clear roles and responsibilities identified. Progress and any risks throughout the Home Safe Plan are reviewed, identifying any issues for escalation and where necessary triggering deep dive reviews to bring projects back on track.

“Everyone Home Safe Every Day.”

Part of our Business Plan

Safety and performance go hand-in-hand. Safety is an intrinsic part of our business plan, being part of everyone's role and the 'Must Wins' through Planning and Delivering Safe Work (PDSW), it is also an enabler to many other aspects of good business performance.

It is part of our role, as the health, safety and quality team, to help the business deliver a safe railway for our workforce including contractors, the public, our passengers and all of our industry partners. The 21 Home Safe Plan projects and programmes sit at the heart of how we do that.

The HSP is not restricted to Safety, Technical and Engineering (STE's) Health, Safety & Quality team. For example, PDSW is a 'Must Win' and is run in close cooperation with Routes and the

Offering Rail Better Information Services (ORBIS) team, Management of Occupational Road Risk (MORR) is delivered collaboratively with the Route Services' Fleet team, and Safer Trackside Working (STW) requires close co-operation with Digital Railway. The Integrated Management system (IMS) and Business Critical Rules (BCR) programmes are enablers across all parts of the business plan. The Home Safe Plan is co-owned with the full business and everybody will be involved during the delivery of the plan

CP5 must wins



Our role: a railway that is...



Purpose



Project Name: Fatigue Risk Management

Fatigue is a high risk in Network Rail due to complex rostering, shift working and long working hours. The risk is primarily related to workforce safety, although train accident risk is also impacted. This is a recognised risk in the industry, originally linked to fatigued workers making mistakes that caused train accidents. More recently, road traffic accidents related to fatigue have caused workforce fatalities and serious injuries.

The Fatigue Risk Management project has been created to reduce the risks associated with fatigue in our organisation.

The project has three main deliverables:

- *The revision of the Fatigue Risk Management Standard*
- *The creation and delivery of three online Fatigue Training Modules.*
- *Implementation of the new standard*

In the past year the industry has suffered a number of injuries, where fatigue was noted as a contributory factor. This project will work towards reducing the number of fatigue related accidents and injuries through better planning, and improved understanding and awareness of fatigue and the associated risks.

The revision of the standard and introduction of additional training will empower leaders and staff to take ownership of fatigue; challenge where situations feel unsafe, and help reduce fatigue related incidents across the business.

Everyone is at risk of experiencing fatigue; whether working trackside or in an office. By raising awareness and reducing staff fatigue, all areas of the business can see a benefit and aid in the delivery of the corporate aim - Everyone Home Safe Every day.

What are the business benefits?

The business benefits for managing fatigue are great. Network Rail will see a reduction in incidents resulting in fatalities and / or serious injury as well as a reduction in minor incidents in which fatigue is a contributory factor. Fatigue management would result in a more energised workforce enabling better performance and productivity. Staff will also benefit through an improved work life balance.

Who will benefit most from the project?

All staff across Network Rail will benefit, as will passengers who will be exposed to less risk. The revised standard will apply to all staff, providing more tools and clearer rules around maximum working hours, the current standard only covers employees in safety critical roles.



Project Name: Risk Management (WARAs)

Risk Management is the main foundation for safety. By efficiently controlling risks we are able to avoid most safety incidents. Reviewing, re-writing and re-enforcing the Work Activity Risk Assessments (WARAs) within Network Rail makes them fit for purpose and allows them to be used to significantly reduce the number of accidents and incidents on out network.

The Risk Management project was launched to improve our management of risk by having fit for purpose risk assessments in place for our work activities and better risk awareness in our workforce to ensure risks that change are identified and mitigated at all times.

The main deliverables of the project are:

- *Updating the WARA standard*
- *Updating the large number of WARAs*
- *Implementing the updated WARAs across the business*
- *Delivering a risk awareness campaign to support implementation*

WARAs are the risk management tool we use for risk assessments related to all work activities carried out by our workforce - making sure risks are always mitigated before a job is started. A considerable proportion of the existing WARAs are outdated, conflicting, or confusing to use - and variation across the business is significant. This is a problem for our workforce and concern has been expressed by the ORR.

In this project local experts across the business are contributing to the update of WARAs in a structured and prioritised way. Together they make sure the WARAs are fit for purpose based on knowledge of the tasks. The Central HS&Q team provides expert evaluation of all WARAs developed.

What are the business benefits?

The programme will increase risk awareness and help effectively mitigate risk, helping to avoid incidents, and contributing to improved legal compliance. The programme supports delivery of other Home Safe Plan programmes such as manual handling and fatigue risk management. It is also a key enabler to reducing one of our most common causes of Lost Time Injury (LTI) – slips, trips and falls.

Who will benefit most from the project?

The workforce will gain from a reduction in injuries. The business will benefit from reduced lost time and other costs from injuries.

The project will enable the business to more effectively demonstrate legal compliance to ORR.



Project Name: Management of Occupational Road Risk (MORR)

Road Traffic accidents are occurring too often resulting in both fatalities and serious injuries to our staff. The high risk is related to both workforce and public safety and has been the subject of high-profile initiatives within Network Rail, such as the stand-down in summer 2016. The risk is affected by both individual & corporate behaviours.

The Management of Occupational Road Risk project will reduce road risk across Network Rail and so reduce the number of injuries and deaths.

The main deliverables of the project are:

- *Introduction of high visibility seat belt sleeves*
- *Delivery of a Management of Occupational Road Risk Policy*
- *The introduction of Vehicle Telematics Systems (VTS) in all Network Rail fleet vehicles*
- *Update of the Drivers handbook*
- *A full safety Stand Down for all employees*

The aim of the programme is to improve driving behaviours in the business, reduce speeding and address wearing of seatbelts. The MORR Project is targeting a key risk which has been highlighted through the tragic losses of our colleagues.

The introduction of VTS will target speeding in particular; designed to provide a driver with the information they need to change their driving behaviours to remain within the speed limit.

What are the business benefits?

The project is designed to reduce the number of road traffic accidents and associated harm to workers and others. As well as potentially saving lives, this will result in a reduction in the costs associated with road traffic accidents including a reduction in staff injury, vehicle repair & replacement, sick leave, compensation and legal costs. VTS should bring about a change in driving behaviours including a reduction in speeding and greater fuel economy. There should also be a reduction in accidents at slow speed when manoeuvring.

Who will benefit most from the project?

Network Rail drivers will benefit from the introduction of VTS as it will provide in-cab notifications if they speed, allowing them to slow down and change their driving behaviour - reducing the likelihood of the driver receiving a speeding fine, causing an incident or being subject to disciplinary procedures.

Network Rail will benefit through the availability of anonymised driving data to identify driving trends that can become a focus for safety campaigns to tackle common issues. Network Rail will also have the ability to identify the journey type which will allow accurate payment of tax.



Project Name: Sentinel

The Sentinel programme secures effective control of competencies of people carrying out work on track with the main aim to ensure work is carried out safely. Swiping a Sentinel card will help reduce fatigue risk by controls that should identify people working on track who are in non-compliance with the fatigue standard.



Sentinel is a system to help manage competence and authority to work as well as the capability to swipe in and out of work. As part of the project, the team has also delivered improved functionality through a mobile app to improve user experience across all devices.

The main project deliverables are:

- *Swipe in and out functionality enabling greater visibility of staff authority to work on or near the line*
- *A single way of authenticating and accessing site using Sentinel across industry*
- *Enhanced app that is available on all platforms to improve workforce safety*
- *Technology that allows swipe – in and out - to give greater visibility of authority to work on or near the line*
- *A tool to record an electronic record of safety briefs, risk assessments and competences used and so replacing paper records*

Sentinel will improve workforce safety by deterring double shifting and enforcing the 12-hour rest rule. Efficiencies will be achieved by recording events such as safety briefs & site inductions and making the recording of competence use electronic, eventually removing the requirement for manual logbooks. Site access has the potential to deter and identify ghost working.

What are the business benefits?

Sentinel will enhance safety across the industry, supporting other projects and programmes within the Home Safe Plan. By swiping in and out of Sentinel at the beginning and end of shift, we can ensure that our workers are competent to work, are compliant with fatigue management rules, and can record their log book electronically – a real help when it comes to providing proof for the Annual Capability Conversation. The project enables safer working, so reducing injury numbers.

Who will benefit most from the project?

Members of the workforce in Network Rail and our contractors will benefit from improved fatigue management; which in turn reduces risk to worker, public and passenger safety.

Further information:

Sentinel Site Access was launched in October 2016 and all information and learning materials can be found on the Sentinel website - www.railsentinel.co.uk. The Sentinel team also have a 24/7 helpdesk available on Tel: 0330 726 2222 or Email: sentinel@mitie.com.



Project Name: Electrical Safety Delivery (ESD)



Electrical safety is recognised as a high workforce safety risk in Network Rail, and the wider industry, due to the significant potential consequence of an incident combined with the number of recorded incidents/close calls. Accidents related to electrical safety have the potential to cause life changing injuries and fatalities.

The Electrical Safety Delivery (ESD) Programme is a national change programme that will improve our electrical power infrastructure and the way we operate it to improve the safety of our workforce. The programme builds upon earlier work, including the introduction of the Lifesaving Rules (LSR). Electrical safety is a key area of focus for the ORR.

The main project deliverables are:

- *A single approach to electrical isolation*
- *Revised standards and policies that underpin legal compliance, and a safer approach to managing the electrical system*
- *Technology that delivers safer and faster isolations*

The programme is improving our level of knowledge and competence to enable us to reliably, securely and efficiently isolate our electrical power infrastructure to control the risk of electric shock to workers.

What are the business benefits?

The business benefits by reducing the errors in delivering electrical power infrastructure work which as a result reduces the chance of electric shock or worse to our workforce. In particular the programme benefits are:

- Improved electrical safety competency of staff
- Reduced average time on taking and handing back isolations
- More efficient and effective use of resources needed for safer isolations
- Reduced volume of work undertaken with exposure to electrical hazards as we use isolations more efficiently

Who will benefit most from the project?

Our frontline workforce will benefit the most by being able to reliably comply with our Lifesaving Rules. Workers will have the reduced probability of errors when working on or near our electrical power infrastructure. In particular staff should experience fewer isolation process irregularities, with a reduction in frequency of earths or short circuiting straps being incorrectly applied to live lines during isolations.

Project Name: Safer Trackside Working (STW)

Trackside working involves the risk of being struck by a train. This is a recognised risk in the industry and accidents related to trackside working impact across our workforce and supply chain.



The safer trackside working programme (STW) is a research & development programme specifically funded in the CP5 final determination. The main aim of the project is to find and develop new, high reliability, protection and warning systems to stop track workers being hit by trains. The project contributes to Network Rail's strategic commitment to reduce fatalities and major injuries on our network to zero.

The main deliverables are:

- *Tactical 'quick-fix' retrofit solutions for safer trackside working*
 - *Remote Disconnection Device (RDD) which provides additional protection to line blockages*
 - *Lineside Early Warning System (LEWiS) which is a signal controlled warning system that provides reliable warning of approaching trains via the signalling system*
- *Strategic, sustainable long-term solutions for safer trackside working*
 - *Digital Railway or Traffic Management Protection system that provides high integrity line blocks or track possessions remotely via a tablet application*
 - *Strategic Signal Controlled Warning System (SCWS) which provides a high integrity warning system over a larger geographic scale via train position information that is provided by Digital Railway signalling technologies*

STW will introduce safer ways of working on the track as well as identifying more efficient and faster ways of establishing safe systems; allowing work to be completed safely and on time.

STW will develop both tactical, quick-fix solutions and strategic, sustainable solutions aligned with the Digital Railway Programme technologies. The STW programme will help Network Rail demonstrate to ORR that we are determined to improve track worker safety. Critical to the success of the project so far is our collaborative work with the Trade Unions.

What are the business benefits?

STW will help prevent fatalities and serious injuries through reduced risk to our staff when working on or near the line as well as more efficient options to implement additional protection. As a result, our work when maintaining the infrastructure will be completed in a safer way that will give staff the assurance that their work can be delivered in the time frames required.

Who will benefit most from the project?

Network Rail's track workers and supply chain contractors will benefit from a safer working environment.

Further information:

The programme will introduce more reliable arrangements for providing secure warning and protection arrangements for staff working on or near the line. In the future we are seeking to introduce secure warning and protection systems that are controlled through our signalling systems.

Project Name: Planning and Delivering Safe Work (PDSW)

The Planning & Delivering Safe Work programme addresses the safety of staff working on our infrastructure, reducing the risk to workers of being struck by a train and task risks from the work activity itself. PDSW will also enable improved overall planning skills for more effective delivery of our work.

Evidence shows that you're more likely to be hurt when you don't know who's responsible for safety. On worksites today there is often no single person in charge. As a result we are updating our company Standard. The change will provide clarity and drive better compliance by helping to improve how employees access the track and perform their work safely.

The main deliverables are:

- *An updated company standard – NR/L2/OHS/019 'Safety of people at work on or near the line'*
- *Implementation of the new standard*

The original Standard 019 was created to control the risks to colleagues from train movements, but there are other risks which cause injuries to our people such as site and task risks. This means our staff will have clarity on who is accountable for their safety and how health and safety risks are managed on site. We want to see continued reduction in lost time injuries to staff as we introduce Planning and Delivering Safe Work throughout the business.

The project has strong links to the projects addressing Safety Hour, Sentinel and Procuring for Safety - which all focus on safety on the track.

What are the business benefits?

The revised Standard 019 will provide clarity on who's in charge, and make sure all risks are identified and controlled by introducing three key changes:

- 1. Person in charge:** Person in charge will be accountable for safely delivering the work
- 2. Involved in planning:** The person in charge will collaborate with the planner to produce the Safe Work Pack (SWP). This will allow the person in charge to understand the required work before going to site
- 3. Task risk:** A Safe Work Pack (SWP) will provide clear information such as task and site risk assessments and welfare arrangements so the person in charge can effectively manage all the risks.

Who will benefit from the project?

By updating the standard staff will face reduced risk with better planned work leading to fewer injuries. Workers will have clarity about who is in charge of all of their work – including operational, site and task risks.



Project Name: Procuring for Safety

The Procuring for Safety project addresses how to encourage and reward our contractors for positive safety performance. Network Rail wants to work with contractors who value the safety of their staff and the wider railway and who support a culture of Everyone Home Safe Every Day. The project brings together our core safety data and presents it to all our contractors in an equal and fair way so we can discuss safety performance and safety improvements required or underway.

Procuring for Safety enables Network Rail and our contractors to review health and safety performance data in a consistent manner.

The Procuring for Safety project is designed to achieve collective safety improvement through more robust procurement and commercial management processes that reward the good safety performance of our suppliers/contractors.

The main deliverables are:

- *Creation of a balanced scorecard which measures Infrastructure Projects (IP) suppliers' safety performance through a series of leading and lagging indicators and to generate a single supplier safety measure for IP.*
- *An updated procurement strategy for IP that rewards good health and safety performance*

The Procuring for Safety project aligns with the strategic business plan theme 'Everyone Home Safe Every Day' and supports the Managing Director of Infrastructure Projects, Francis Paonessa's safety commitment that 'Suppliers will be selected on the basis of safety performance. This will be put as a priority in scoring'.

What are the business benefits?

This project enables all contractors working in Network Rail's Infrastructure Projects to review their safety performance in a simple clear and consistent way. It enables procurement, finance and project managers to all discuss safety with contractor staff and promotes structured continuous improvement.

We seek to reward suppliers who have good safety performance and as a result this should deliver programmes with fewer accidents and incidents; those with better safety performance will have more work opportunities.

Indirect benefits are reputational for the industry with safer suppliers demonstrating how better planning leads to efficiency gains, improved quality, and staff retention with better morale.

Who will benefit most from the project?

Our staff and suppliers will benefit from fewer injuries when delivering work for Network Rail.

Further information

Colleagues will see a period scorecard being produced that they can use to discuss health and safety performance with their suppliers. A short animated film which explains the safety scorecard can be accessed on Safety Central - <https://safety.networkrail.co.uk/tools-resources/infrastructure-projects-safety-balanced-scorecard/>

Project Name: Safety Hour

The Safety Hour project addresses the need for effective safety leadership, management and staff engagement. Many safety issues can only be resolved by the active engagement between leaders and employees. Safety hour was introduced in 2015 by Phil Hufton, Managing Director, England & Wales, with the aim to increase engagement and to establish open ways of communicating about safety - where everybody feels comfortable to raise issues and concerns, as well as providing a platform to address positive events and successes. The safety hour project is being delivered in close co-operation with Phil Hufton to optimise the use of Safety Hour and its impact.

The main deliverables are:

- *Training of facilitators for safety hour delivery*
- *Safety hour review and analysis incl. improvement plans*
- *Safety hour material*
- *Engagement and culture change support*

The Safety Hour project will improve the quality and effectiveness of the Safety Hours that take place throughout the business. It will also improve skills in effective facilitation and promoting a culture of sharing and learning across the business.

The project will improve the resources available to support those delivering, or attending, Safety Hours and promote the Safety Hour as a channel for messages to be shared across the business.

Safety Hour is a great tool to help us learn from previous incidents and prevent re-occurrences. It looks to create a culture whereby we can respond to safety risks before they become an issue. It is important for the project to help embed Safety Hours throughout the business, particularly with hard-to-reach audiences, to maximise engagement and to use our people's expertise to make safety improvements

Many of the Home Safe Plan projects require engagement and information-sharing throughout the business, and this can be delivered via a Safety Hour discussion pack. Safety Hour creates an environment of open and honest conversation and joint solutions between management, employees and Trade Union representatives.

What are the business benefits?

Improved staff engagement and enhanced line-management of safety will lead to better awareness of issues such as fatigue, health and wellbeing, and the importance of attitudes and behaviours. Improving the ability of staff to challenge each other to be safe normally leads to fewer incidents and accidents. With smarter communication of safety information, we can improve learning and reduce repeat incidents.

Who will benefit most from the project?

Everyone benefits from improved engagement, better safety conversations and more effective safety learning. Safety is everyone's responsibility, and the Safety Hour initiative provides a platform to discuss safety and find solutions to mitigate risks.

Further information:

Facilitation training began in January 2017, and will be running throughout 2017/18 as the team make their way around the Routes and supporting functions. Opportunities to attend will be made available and communicated by local teams as appropriate. The Safety Hour discussion pack library is already available on Safety Central - <https://safety.networkrail.co.uk/safety-hour-discussion-packs/>.



Project Name: Community Safety

Unlike workforce safety, where we have direct access to the people at risk, reducing risks to members of the public and passengers using our railway often depends on influencing their behaviour. This project involves a range of communication channels to influence people to be more aware of, and avoid risks connected to, level crossings, should they trespass on the line and in stations. Key audiences include children and young people as well as vulnerable users and those in higher risk segments of the population.

The Community Safety project establishes a strategy to support the Route Community Safety Managers (CSMs) by providing resources, education projects and a national perspective of the risks on our network. It provides a toolkit with consistent messages for local communities. The project continues to expand and refresh the materials available to the Routes by using new methods of sharing best practice.

The main programme deliverables are:

- National community safety campaigns using diversion and other engagement techniques
- Tools for Community Safety Managers
- Communication campaigns targeting different level crossing user groups

This project aims to prevent loss of life on Britain's railway. Every person reached by the community safety project is a potential life saved. The project not only provides a demonstration of our concern and care for the communities in which we operate, it also helps us to fulfil our legal obligations. We are an organisation that cares about those who live near or use the railway. Those members of the public and passengers are just as much a part of our Everyone Home Safe Every Day vision as our workforce.

The project keeps Network Rail's safety message consistent across the country but enables and supports the devolved model of delivery. It also gives the business new and updated resources that align with current social trends - vital in engaging members of such a diverse audience.

What are the business benefits?

The project aims to reduce incidents involving the public or passengers. Indirectly, fewer such tragedies improve corporate reputation and reduce the trauma experienced by staff across the industry when following up or witnessing accidents. Performance improvement will flow from fewer incidents of trespass or at level crossings.

Who will benefit most from the project?

Principally, there will be fewer bereaved families and people with life-changing injuries. But alongside, passengers will benefit from fewer delays due to such incidents. Network Rail employees will deal with fewer incidents, reducing the risk of mental health impacts as a result of witnessing or working with a traumatic incident.



Project Name: Level Crossing Risk Reduction

Level crossings contribute 8 % of the total system risk to the British rail network. The Level Crossing Risk Reduction Programme is focused on reducing the risk of fatalities and injuries at level crossings. Through crossing closures and asset improvements, the programme will realise significant public safety benefits, as well as improvements to passenger safety through reduced train accident risk.

Though Britain has one of the safest rail networks in Europe, level crossings still pose a significant risk to the public with hundreds of reported near misses and, although now fewer, still some deaths each year. Between 2005 and 2011 there was an average of 10.6 accidental fatalities per year at level crossings, reducing more recently to around four deaths each year. However, there is still much more to be done.

The Level Crossing Risk Reduction Programme delivers the regulated output linked to the ring-fenced £99m Control Period 5 (CP5) Level Crossing Risk Reduction Fund.

The main programme deliverables are:

- *Closure of high risk level crossings*
- *Installation of innovative technologies to improve safety at crossings*

Ring-fenced within the final determination, the safety-led fund must deliver targeted risk reduction over-and-above business as usual compliance with health and safety law. The fund has been devolved to the Routes with each Route having committed to achieve a minimum risk reduction (Fatalities and Weighted Injuries - FWI) in return for a headline funding allocation.

What are the business benefits?

The Level Crossing Risk Reduction Programme reduces risk at level crossings and achieves the CP5 regulated output.

The programme forecasts a total risk reduction of 19.6 % (2.47078 FWI) by the end of the control period from the funded schemes.

Who will benefit most from the project?

Public safety sits at the heart of the Level Crossing Risk Reduction Programme; level crossing users, rail staff and passengers are the key beneficiaries.

There are indirect performance benefits for passengers and rail operators, through line speed improvements, fewer incident delays and reduced train accident risk.



Project Name: Platform Train Interface

The Platform Train Interface (PTI) project seeks to understand and reduce risk at the PTI. The main focus is on PTI risk at our managed stations but the project includes collaborative work with train operators to help reduce risk at their stations too. PTI represents 12.8 Fatalities and Weighted Injuries (FWI) per annum as modelled in the industry Safety Risk Model. This is the second largest share after slips, trips and falls but it encompasses around 80% of the passenger fatality risk.

The Platform Train Interface project is helping to manage a complex risk and tackles a number of hazards for station users, not just at Network Rail's Managed Stations, but across the network. These are often influenced by individual staff, passenger or public actions and behaviour at or on the approach to the PTI.

The main deliverables are:

- *Deployment of new PTI risk tool provided by Railway Safety and Standards Board (RSSB)*
- *Assessments of PTI risks at all platforms at managed stations*
- *Through analysis of assessments and use of new technology, to benchmark agree and deliver actions to reduce the PTI risk*
- *Training material for staff*

Developing and implementing good practice guidance, in collaboration with other industry stakeholders, is a key component of the project. The guidance is created with the aim of influencing overall safety performance, and providing an avenue to educate staff and passengers about risks at the PTI. Much of this will be delivered through intermediaries, including external partners and Route colleagues.

Each Route and associated train operator will better understand the risk profile at their stations and be involved in actions to reduce risks.



What are the business benefits?

The project seeks to reduce the number of injuries to passengers and staff at the PTI. Indirect benefits flow from fewer delays due to incidents.

Who will benefit most from the project?

Network Rail Routes and station teams across the industry will benefit as the project will help them to better understand and manage the risks associated with the PTI. The project will help share trends and good practices. The project will also help to reduce safety risk and improve customer satisfaction for people with reduced mobility at Network Rail's Managed Stations.

Project Name: Prioritised Technologies for Level Crossing Safety

Prioritised Technologies for Level Crossing Safety is a programme of work to identify and prioritise emerging level crossing safety requirements, and to oversee the specification and development of technological solutions to address these requirements.

Level crossings represent 8% of the total system risk on the British rail network, impacting public safety and train accident risk. This programme is a critical enabler for the continued reduction of risk at level crossings during CP5 and beyond.

The main deliverables are:

- *Supplementary Audible Warning Devices (SAWD)*
- *Meerkat – a new solution to improve safety at passive crossings*
- *Overlay Miniature Stop Light (MSL) systems*
- *Automatic Half Barrier plus (AHB+) solution*
- *2nd Generation Obstacle Detection (MCB-OD) & barrier machines*
- *Mobile Safety Vehicles (MSVs) and their transfer to business as usual*
- *Red Light Safety Equipment, including proving its risk benefit*
- *Integration of Power Operated Gate Openers (POGO) with other protection*

The spread of risk across the network's level crossings is uneven. Many obvious risk reduction opportunities have already been implemented but Network Rail's Route teams face an increasing challenge to reduce risk further. Existing technologies and treatments remain available to the Routes. However, they are often unsuitable for implementation due to cost and/or site-specific constraints.

The Routes require new and improved technologies to help them achieve Network Rail's strategic risk reduction objectives to continue to improve safety at level crossings. This programme of prioritised innovation and development takes the lead in responding to this challenge.

What are the business benefits?

Network Rail will benefit from an increased range of technologies and solutions to address risks at level crossings. These solutions will enable improved management and treatment of the highest priority risks in line with Network Rail's long-term Level Crossing Safety Strategy.

Who will benefit most from the project?

Route Asset Management and Level Crossing Management communities will benefit as this programme of work will offer them new solutions to deliver future risk reduction. Ultimately, level crossing users will benefit from safer level crossings.



Project Name: Train Accident Risk Reduction

The Train Accident Risk Reduction work is designed to identify, track and challenge progress in reducing train accident risk across the business. The work is aligned with our strategic passenger safety objectives and the Train Accident Risk component of the Corporate Scorecard.



This work monitors progress in doing the right things to ensure all passengers get home safe every day. It contributes to one of Network Rail's key safety objectives: to further reduce train accident risk. It uses leading indicators to identify and monitor projects that are working towards this – identifying trends and areas of risk.

The work currently tracks the following work streams:

- *Installation of Tubular Stretcher Bars*
- *Plain Line Pattern Recognition implementation*
- *Eddy Current Testing*
- *Drainage maintenance*
- *Reduction in high risk Road Vehicle Incursion sites*
- *Reduction in high risk scour sites*
- *Boundary management, e.g. to reduce animal incursion risk*
- *Vegetation management*
- *Signaller competence through attendance at Operational Development Days*
- *Mining Risk Ranking Solution delivery*
- *Earthworks remote failure monitoring trial*
- *Delivery of the Civils Strategic Asset Management Solution (CSAMS)*

It is challenging the business to become more proactive in sometimes overlooked areas such as drainage maintenance and boundary management.

What are the business benefits?

Reduced Train Accident Risk is both a safety objective and linked to improved performance and business reputation.

Who will benefit most from the project?

Passengers will see the biggest benefit from Train Accident Risk Reduction as it works to reduce potentially catastrophic accidents on our railway. Network Rail benefits from proactively tracking leading indicators and improved business performance.

Further information:

Data is shared through the Corporate Scorecard and Safety, Health and Environment Performance (SHEP) reports.

Project Name: Respiratory

The health and safety executive GB suggests that 2515 deaths in 2024 were attributable to asbestos, and results from the cancer burden study estimates 600 cancer deaths per year are caused by exposure to silica. Health and safety law places a duty of care on employers to protect employees' health, so far as is reasonably practicable by reducing exposure to such substances hazardous to health. Proactive management of these risks is essential to prevent ill health for our employees later in life.

The Respiratory project is aligned to Network Rail's ambitious 10-year Health and Wellbeing Strategy. Whilst one objective is to improve our compliance with the law, we will also proactively improve the general awareness of silica and provide guidance of how to minimise exposure – whether in work or elsewhere. This will enable a sustainable approach to managing our employees' long term health and wellbeing and achieve our vision of Everyone Home Safe Every Day.

The main project deliverables are:

- *New company standard to define health surveillance process associated with respiratory hazards.*
- *Respiratory guidance material*
- *Implementation of the new standard*
- *Closure of recommendations from ORR's 2013/14 inspection report*



What are the business benefits?

Proactive management of employees' health so as to prevent long-term ill health. Diagnosis of occupational respiratory health conditions through health surveillance and tools to understand and reduce exposure to respiratory hazards. Line managers will be able to identify employees at risk, support a risk-based approach to health surveillance and enhance our workforce's health by preventing employees exceeding identified exposure thresholds.

Who will benefit most from the project?

All employees and line managers will benefit from an improved understanding of occupational health risks, and be better informed of how to effectively and proactively manage risks to health associated with the exposure to respiratory hazards.

Further information

Find out more about the project on the Respiratory pages available on Safety Central - <https://safety.networkrail.co.uk/healthandwellbeing/employee-information/respiratory-hazards/>.



Project Name: Medical Standards

The Medical Standards project addresses fitness for work which is highly important in Network Rail as employees must be medically fit to be able to carry out their jobs safely. The risks associated with medical fitness can be both to the employees themselves, to their colleagues or to passengers and public depending on the job they carry out.

The core activity of the Medical Standards project is to review and update the current 'Medical Fitness for Work' standard to bring it up to date, incorporate best practice and make it fit for purpose. This standard assesses an individual's ability to work on, or near, the track and applies to Network Rail employees and contractors.

By developing updated medical fitness requirements, Network Rail will be achieving excellence in balancing the requirements for safety on the track with the requirements to support employees with health conditions to remain in their role where possible; taking reasonable steps to protect our employees' health and safety; raising awareness of health issues and competence of line managers and employees alike, which in turn will allow for an improved focus on the adverse effects of health on work.

The main deliverables are:

- Updated Medical Fitness for Work standard
- Implementation of the new standard
- Updated health risk assessment guidance document for line managers
- Aligning Sentinel with the new standard

What are the business benefits?

The new standard aims to protect the health of employees and build line manager confidence in managing fitness for work and reasonable adjustments. It will meet legislative requirements and



help to protect the safety of workers, passengers and the public from risks caused by health issues within the workforce. The standard will improve management of health risks, through managers being better informed of fitness for work and adopting a risk-based approach to health. It will provide a detailed process for line managers to follow when completing a health risk assessment.

Who will benefit most from the project?

Employees and contractors will benefit from an improved standard which will support them to remain at work where possible. Line managers will also receive additional support when assessing an employee's fitness for work.

Further information

The standard was published in December 2016, with an awareness briefing sent to all Network Rail line managers. Technical face-to-face briefings have also commenced with other key stakeholders, including the occupational health and wellbeing managers and Network Rail's occupational health provider.



everyone fit
for the future

Project Name: Mental Health and Resilience

Network Rail experiences a high number of mental ill health cases in our workforce. Research by Public Health England indicates that 1 in 6 people of working age in the UK have a diagnosable mental health condition, while data from MIND (a mental health charity) describes that 1 in 4 people will experience a mental health problem each year.

Being safe in Network Rail does include how we all feel and we want to ensure we are able to help and support those who are impacted by mental health issues. We want to create an open environment where colleagues feel safe to speak about mental health, as well as provide an array of tools and guidance to line managers for whom these cases can sometimes seem complicated.

The Resilience project aims to increase employee resilience and provide guidance, standards and policies to enable appropriate management of mental wellbeing at work. The project aims to ensure that we safely manage mental health conditions in the workplace whilst endorsing positive organisational behaviours to create an open work culture for those that suffer with physical, social and mental health difficulties.

The project will focus on identifying the hazards and risks associated with poor health and sub-optimal employee wellbeing by utilising the six essential controls of workplace stress. It will implement a strategy to support key contributors to absence such as stress, anxiety, depression, and trauma by providing proactive support and adjustments to help reduce the cost of mental health related sickness absence.

The main deliverables of the project are:

- *Creation of a psychological wellbeing strategy*
- *New company standards to help manage stress and trauma*
- *Implementation of the new standard*
- *A new training course for mental health in the workplace*
- *Mental health First Aid and Crisis Management tools*

What are the business benefits?

A work environment where mental health issues can be openly talked about with improved support to employees who suffer from mental health problems. This will lead to more efficient management of mental health cases and better arrangements for bringing people back to work following short or long-term sick leave due to ill health.

Who will benefit most from the project?

All employees affected by mental health issues at all levels of the organisation will benefit from the improved standards and tools. Line managers of employees who have mental health problems will be better able to manage these cases. All employees will benefit by feeling mental health is becoming a subject we can all openly talk about.



Project Name: First Aid

Ensuring we have the right first aid arrangements is an important part of our emergency response - knowing that first aid in many cases can be lifesaving. We want to be able to protect everyone working on our network and, as far as we are able, others affected by our business by being prepared and able to react should an emergency occur. This project helps to provide clarity on required first aid provisions through risk assessment, with appropriate training and support for effective implementation.

The First Aid project covers the review of first aid processes and procedures in the business, and the revision of the First Aid company standard and risk assessment to ensure it is compliant with health and safety law. Network Rail has a legal duty to make adequate first aid provision for employees, with consideration also given to contractors, passengers and the public. This project will help Network Rail comply with the First Aid Regulations, as well as improving the training and support for first aiders.

The project will bring a risk-based approach to assessing Network Rail's first aid needs, based on work activity, risk of injury and access to emergency services.

The main project deliverables are:

- *Revision of the First Aid at Work standard to provide an effective and consistent process*
- *Implementation of the new standard*
- *Creation of a simplified risk assessment tool to determine provision required*
- *Improved solutions for specific first aid training and annual refreshers*
- *Improved communications for first aiders and line managers*

What are the business benefits?

The project will improve the management of first aid provision with a reduced risk of inconsistent coverage so that we can save lives and reduce the severity of other injuries. It will reduce the risk of serious incidents or fatalities that are caused by, or related to, inadequate first aid provisions. The project will also ensure legislative requirements are met and enable closure of the Rail Accident Investigation Branch (RAIB) recommendation related to first aid.

Who will benefit most from the project?

Everybody who may require first aid whilst trackside, in a depot or in an office will benefit from Network Rail having more trained first aiders. First aiders will also benefit, with improved support, refresher training and a platform to share experiences and ask questions.

Further information:

The project team will also be creating a First Aider's group on Yammer to provide an online community for discussion to allow them to support each other in their role.



Project Name: Manual Handling Improvement Project

Manual Handling is a high risk in Network Rail due to many of our employees and contractor staff having to undertake manual tasks using heavy equipment and materials in difficult site conditions. Today, manual handling is the second highest cause of LTIs and many of our practices have not kept pace with risk reduction developed in other industries.

The Manual Handling Improvement project is designed to reduce the risks to our employees and contractor workforce that can occur when lifting or moving the heavy equipment and the materials they need to carry out task.

The main deliverables are:

- *New manual handling risk assessments for all heavy items*
- *Local improvement plans across the business when risks are found to be high*
- *Implementation of the agreed improvement plans*
- *Risk awareness training and communications to promote safer behaviour*
- *Changes to standards and strategies to drive continuous improvement*
- *Roll out and implementation*

At least 20 % of all lost time injuries to our people are caused by manual handling. In addition, a build-up of effects over time from moving heavy loads can lead to long-lasting health problems.

Improving manual handling will reduce both immediate and longer term harm, and should make tasks more efficient. Risky handling activities are not, and never should be, “just part of the job”. We all need to understand how to reduce manual handling risks and plan to eliminate the harms caused. The biggest improvements will come when we can eliminate the need for excessive manual handling tasks through mechanisation, which the strategy will address, but in the meantime changes are needed at a local level that reduce the risks to our staff.

What are the business benefits?

The business benefits from reducing manual handling risk are reductions in lost time injuries and long term absence or incapacity. It is also likely that the musculoskeletal damage caused by poor manual handling significantly affects our staff, making them prone to injury outside of work. Tackling such sources of harm for our staff is expected to provide a powerful message that the business is committed to improving their health and safety.

Who will benefit most from the project?

The biggest benefits will be to our maintenance, works delivery, operations staff on the frontline and our contractor community who have to handle the materials, tools and products needed to complete work trackside and in our depots. However, as we may all have to carry or move items in our day-to-day lives, we are all at risk of manual handling injury, and this project is a benefit to our workforce, wherever they work.



Project Name: Business Critical Rules

Business Critical Rules (BCR) is changing the way we manage our risks in Network Rail. Through Bow Tie methodology the programme makes how we work safer, simpler and more effective. Our Lifesaving Rules are the first ten Business Critical Rules.

The programme is designed to ensure the BCR control framework for managing risk will help deliver the committed safety, performance and efficiency targets. ORR supports Network Rail improving our current standards framework and has endorsed Business Critical Rules as the way forward. BCR progress is closely followed by ORR.

The BCR Programme will enable improved end-to-end management of risk through the alignment of local working practices and risk management to national controls. By improving our understanding of the things that can go wrong and having clear plans in place to effectively manage the risks, the programme will provide the clarity on what needs to be done and who needs to do it to ensure Everyone gets Home Safe Every day.

The main deliverables are:

- *Bow-ties related to all main asset risks*
- *Control Effectiveness Reports*
- *Business Rules (Lifesaving, Asset, Corporate)*
- *BCR control documentation*
- *Control Document Assurance*
- *Role-Based Competency Frameworks*
- *BCR Online Document System*

What are the business benefits?

Improved compliance and aligning skills and competencies with controls will lead to measurable improvements in safety, cost and performance. The programme provides the framework which will unlock the benefits which will be delivered in the Routes.

Who will benefit most from the project?

While all staff and contractors will, ultimately, benefit from the Business Critical Rules, the highest impact will be felt on the frontline. By providing all staff with access to up-to-date, control documents and reference materials relevant to their role and location in a timely fashion from one system (BCR Online), the programme will support them to perform their roles safely. The Business Critical Rules also empower Network Rail staff to manage local risks more appropriately via local delegated authority, supporting the move to a devolved railway.



Project Name: Integrated Management System

The Integrated Management System programme addresses the risk of failure to meet the needs of our customers due to uncontrolled diverse strategies, policies, processes and document. With more than 25 systems holding management content in a non-structured way the risk is high and ranked at a level 1.

The Integrated Management System (IMS) programme aims to join up Network Rail's entire management system content (e.g. rules, standards, controls, processes, work instructions) under one framework and system. As a result, all employees across the business will have access to a single repository/portal to find relevant instructions required to perform their roles.

The programme will be completed over three phases between 2016 and 2020, and the solution will be compliant with ISO 9001, ISO 14001, OHSAS 18001 and ISO 55000.

The main deliverables will be:

- *Phase one: One integrated management system bringing current content together*
- *Phase two: One Integrated management system in a modern graphical process tool complying with ISO 9001, ISO 14001, OHSAS 18001 and ISO 55000.*
- *Phase three: Lean process optimisation methodology available and tested on 2-3 pilot processes for use across the business*

Today, Network Rail relies on a complex array of management controls that are recorded in over 25 independent "Management Systems" which vary in structure, often overlap and can contradict each other, making it difficult to navigate and to hold people accountable for following process. More than 35,000 documents have been mapped already.

The project should address the potential confusion, repetition of common failures (including safety incidents) and increased cost associated with rework and maintenance of systems. The successful adoption of clearer and necessary management controls should also make assurance more effective.

What are the business benefits?

- A reduction in LTIs, environmental incidents, waste, train accident risk and public safety incidents
- A reduction in delays, design failure, the need for re-planning, lack of specifications and failure due to non-compliance
- Improved reputation and a reduction in enforcement and negative media
- Improved customer satisfaction; a reduction in the number of complaints
- Reduced cost related to all the above

Who will benefit most from the project?

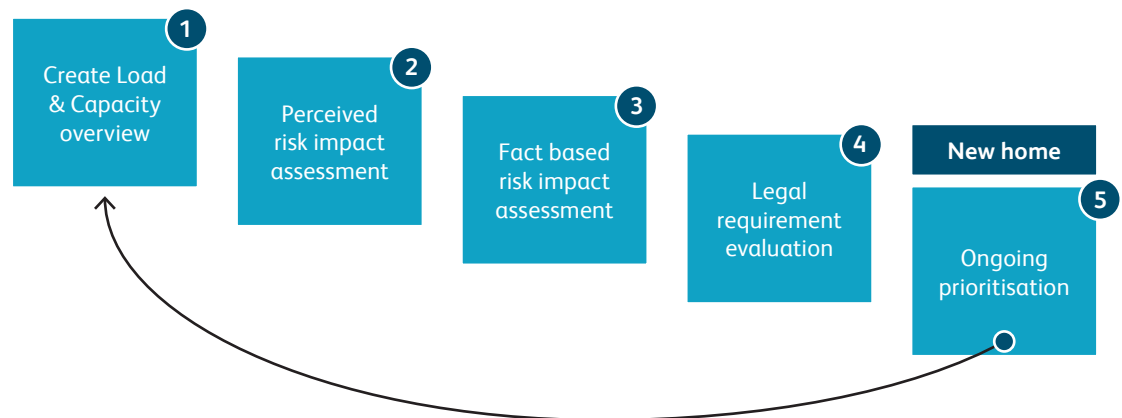
Managers, users, customers and stakeholders including government and business partners will benefit from the project.

How to move a project into the Home Safe Plan

On completion of the current projects, the Home Safe Plan is refreshed from a hopper of projects that is maintained by the Safety, Technical and Engineering (STE) Business Operations team and regularly reviewed. Projects in the hopper may have been identified by the central HS&Q team, someone in the wider business or one of our stakeholders outside the business such as the Trade Unions or ORR who may have identified an idea or a need for change to improve safety. Many of the ideas are raised by the heads of safety, health and environment from across the business.

To be accepted as a 'live' project and move into the Home Safe Plan, each project idea is subject to rigorous assessment, which may require a degree of feasibility work, in order to prioritise and schedule inclusion in the plan.

The assessment for project inclusion is underpinned by an understanding and calculation of harm that could be avoided using a Fatalities and Weighted Injuries (FWI) measure.



The prioritisation of projects in the Home Safe Plan hopper is based on the following five-step process.

1. Understanding load and capacity
2. A business review of the existing hopper items
3. Initial prioritisation by the Integration Team based on perception on a cost versus safety benefit basis
4. A detailed risk impact assessment based on FWI/LTIFR calculation; regulatory commitments; and assessment of deliverability
5. Scheduling and prioritising the next tranche of projects and those requiring further feasibility works.

Everybody is encouraged to put forward suggestions for national projects which will then be assessed.



This Home Safe Plan guide was created with the support of the Accelerated Leadership Programme team:

Clockwise from top left: John Gerrard, Jason Hamilton, Garry White and Innis Keith



home safe plan

© 2017 Network Rail. E&OE

*Health, Safety & Quality Team
Network Rail, The Quadrant: MK, 1 Elder Gate Milton Keynes MK9 1EN*

safetycommunications@networkrail.co.uk

