

# 2018 guide to the Home Safe Plan



# Contents

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

## Home Safe Plan Projects Delivered and Closed 2017-18

Workforce Safety: Management of Occupational Road Risk (MORR)	8
Workforce Safety: Sentinel	9
Workforce Safety: Planning and Delivering Safe Work (PDSW)	10
Workforce Safety: Procuring for Safety	11
Public and Passenger Safety: Platform Train Interface	12
Health and Wellbeing: Medical Standards	13



## Home Safe Plan Ongoing Projects

### Workforce Safety

Fatigue Risk Management	14
Risk Management (WARAs)	15
Electrical Safety Delivery (ESD)	16
Safer Trackside Working (STW)	17
Safety Hour	18



### Public and Passenger Safety

Community Safety	19
Level Crossing Risk Reduction	20
Prioritised Technologies for Level Crossing Safety	21
Suicide Prevention	22
Frontline Safety Critical Communications	23
Train Accident Risk Reduction	24



### Health and Wellbeing

Respiratory	25
Mental Wellbeing Resilience	26
First Aid	27



### Ergonomics

Manual Handling Improvements	28
------------------------------	----



### Quality

Integrated Management System	29
Business Critical Rules	30

<b>How to move a project into the Home Safe Plan</b>	<b>31</b>
--	-----------

# Introduction



Dear colleagues,

Keeping people safe on the railway is at the heart of everything Network Rail does. The key aim of the Home Safe Plan is to deliver our vision of Everyone Home Safe Every Day in the fastest and most efficient way. The plan consists of the projects that are considered to provide the highest health and safety impact versus cost, with projects that have been handpicked carefully to fulfil this based on trends, analysis, expertise and detailed risk impact assessments. The projects are starting to deliver real benefits over the last year; positively impacting our health and safety performance.

The Home Safe Plan, first created in 2015, consolidated a large amount of projects into a workable plan to deliver the greatest health and safety impact, considering cost as well as load and capacity in the Centre and even more important in the front line. It has involved a huge number of stakeholders both internally and externally to get the projects selected, scoped and agreed. And every time a project is closed out new projects are selected between the key stakeholders, including the unions.

I am pleased to announce that the plan is progressing really well and benefits are being realised. Over the last year, six projects have been closed out successfully and more than 90% - or no less than 112 - of the planned milestones were delivered against a target of 80%. This is truly amazing progress and down to great collaboration and engagement across all areas of the business.

A good example of successful delivery during the year has been the first phase of Planning and Delivering Safe Work (PDSW) which was delivered ahead of schedule and has played an important part in us decreasing our lost time injury frequency rate (LTIFR) to a better than target result. Also the installation of a new Vehicle Speed Warning System (VSWS) has resulted in a significant reduction in road traffic accidents and road offences involving Network Rail employees and as an unexpected benefit has caused significant fuel savings. The Platform Train Interface project has resulted in a huge decrease in incidents in our managed stations. These are all amazing results.

Seeing the outcome of the hard work going into the plan means the world to me and I can see the changes that come with the roll out of the projects in the way people talk about safety and also in the way local plans are now being built and structured in alignment with the Home Safe Plan.

We strive to keep making the Home Safe Plan processes more LEAN and this year we have, as an example, focused on improving our resource planning between the Centre and the Routes. This work is still ongoing. Each route has estimated resource plans in place for the full Home Safe Plan and we are currently working together to visualise when input is needed from the Routes and when output can be expected from the Centre. This will help to make resource planning easier in the future and to get optimal impact of the projects. The improved resource planning has certainly positively impacted the delivery this year.

The Home Safe Plan is driven from the central QHSE team and owned by the business, which means everybody has a say in the delivery. I would like to thank all employees and leaders in Network Rail for the amazing contribution to the Home Safe Plan delivery in 2017/18 and the impact it is having, and I hope for your full support in the coming year. We will not reduce our efforts until we have delivered our vision.

Have a safe day

A handwritten signature in blue ink that reads "Lisbeth Fromling".

**Lisbeth Fromling**

Chief Quality, Health, Safety and Environment Officer

---

## What do people say about the Home Safe Plan?



“With the evolution of the national Home Safe Plan, we continue to develop and demonstrate the actual means by which Network Rail implements its safety vision of Everyone Home Safe Every Day. The plan plays an integral part in the organisation’s ability to react to and manage the risks to this vision.”

**Chris Gibb,**  
Chair of Safety, Health and Environment Committee,  
Network Rail



“Since its launch in 2015, the Home Safe Plan has continued to make a home for itself at the heart of the organisation’s priorities. With its processes now embedded and carefully-managed, it is encouraging to see a versatile product in action that addresses the business’ key safety risks and helps to ensure we get Everyone Home Safe Every Day.”

**Graham Hopkins,**  
Group Safety, Technical and Engineering Director,  
Network Rail



“As a business the Routes are now devolved. The Home Safe plan nonetheless continues to be absolutely key to all of us at Network Rail, wherever we work. It is a unanimous commitment that provides the direction and platform around which safety strategies can be built. This doesn’t exclude route initiative; rather, it complements and supports it. The development of the plan and its focus incorporates the full views of the business. This is because nothing is more important than everyone returning home, safe, every day.”

**Becky Lumlock,**  
Route Managing Director – Wessex Route,  
Network Rail



“In the RMT’s ongoing engagement with Network Rail, the Home Safe Plan represents an example of some of the collaboration that continues between its members and the organisation. The RMT will always seek and offer involvement in all safety matters that concern their members and as such have a huge role to play in the development and successful delivery of the plan.”

**Mick Cash,**  
General Secretary, National Union of Rail,  
Maritime and Transport Workers



“Health, safety and welfare is always at the heart of our union’s focus. Our members and our TSSA Health and Safety reps are committed to supporting Network Rail’s Home Safe Plan project. Our union will always seek to influence and improve the methods and collaboration by which staff get home safe and well every day. The scope of the plan is broad, reflecting our union’s strongly held belief that health matters as much, as safety and must therefore, also be a top priority.”

**Manuel Cortes,**  
General Secretary, Transport Salaried Staffs’ Association

# Benefits Being Realised

Network Rail is considered the safest railway in Europe and most of our safety KPIs are better than ever. This is worth celebrating.

Over the last year we have seen our health and safety performance improve both when it comes to LTI frequency, Level Crossing Risk, Train Accident Risk, Close Call close out, incidents in stations and road traffic accidents for example. Most of these have been directly linked to Home Safe Plan programmes while also impacted by local initiatives across Routes, IP and other business areas or core deliveries by the QHSE function.

The Home Safe Plan is delivering credible results and changes to performance have been measurable in connection with roll out and implementation of each project. This is certainly a motivating factor for continuing the hard work that goes with the delivery.

Please see below an overview of benefits realised over the last year.



Project	Status	Actual benefits
Planning and Delivering Safe Work (PDSW)	Closed	Contributed to LTIFR from 0.456 to 0.363 (P13) Contributed to 18 % FWI reduction for our workforce this year (P12) Irregularities reduced from eight to five per period Person In Charge (PIC) introduced Upgraded SSOWPs Task risk controls now included in the safe work pack system Improved compliance with Welfare Regulations
Management of Occupational Road Risk (MORR)	Closed	80 % accident reduction 37 % speeding prosecutions reduction 2 million litres less fuel purchased 33 % staff injuries (RTA) reduction Costs associated with road traffic reduced
Platform Train Interface	Closed	35 % reduction in FWI in managed stations
Sentinel Enhancement	Closed	25 % increased usage of Sentinel in Network rail Swipe in and Swipe out functionality supporting fatigue management
Procuring for Safety	Closed	Contributed to IP LTIFR from 0.260 to 0.201 (P12) Promotes structured continuous improvement amongst contractors. Reputational benefit in the industry

Aside from the closed projects, benefits have been realised by ongoing projects too, for example Level Crossing Risk Reduction programme has reduced risk by 7.6 % in CP5 and fatality and weighted injury (FWI) is reduced by 0.95 at level crossings. The Risk Management project has delivered an update of 292 WARAs, positively impacting our overall safety trends, Community Safety Campaigns delivered have impacted Level Crossing Risk and the Train Accident Risk Programme has supported a better than target status of train accident risk, the lowest ever.

While we are improving in many areas it is important to mention that we still have areas of

concern, such as an increase in trespassing and near-misses for our track workers and also the amount of employees affected by mental health issues. These are issues we are addressing, and while we have successfully achieved most of our corporate safety KPIs the last year we still have a long way to go before we have reached our vision of Everyone Home Safe Every Day.

The Home Safe Plan will keep rolling with current and new projects over the next year and into CP6, and the local plans will still need to run in alignment with the Home Safe Plan for us to achieve our vision.



**everyone  
home safe  
every day**



# Part of our Business Plan

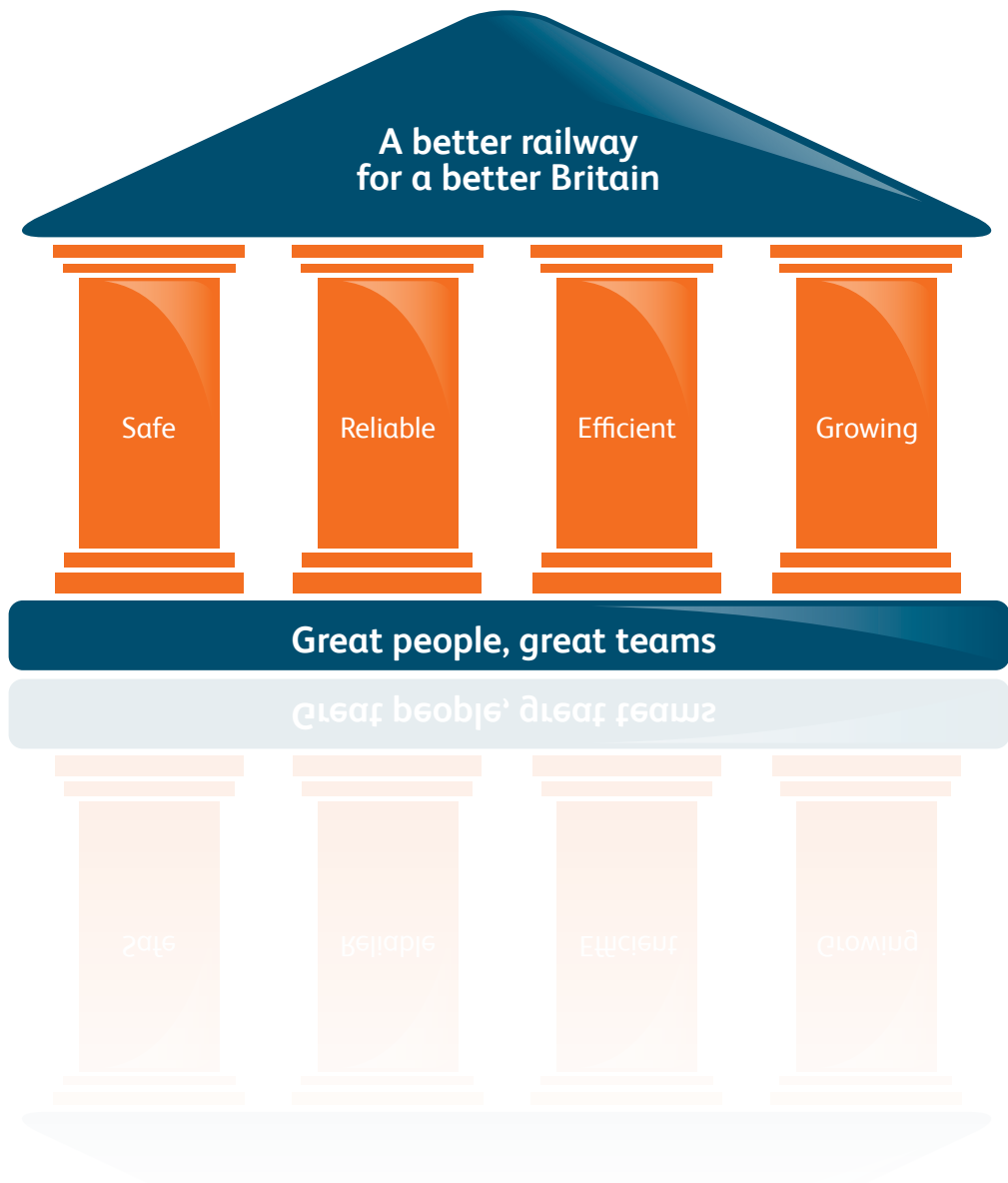
## The Strategic Business Plan sets out Network Rail's four key responsibilities to run a safe, reliable, efficient and growing railway

The Home Safe Plan is fundamental to how we deliver safety today, and will continue to be key to improvements documented within the Strategic Business Plan for Control Period 6. Improved working practices, culture and technical solutions will help us achieve our vision.

Focussing on continuous improvements and LEAN in health and safety, we will continue to take steps protecting the people who work for Network Rail, contractors, the public, our passengers and all our industry partners

in alignment with our vision for 'Everyone Home Safe Every Day' all the time focusing on what matters the most. The Home Safe Plan is closely linked to our LEAN programme Better Every Day and the tools that comes with this programme.

The plan is also closely connected to Network Rail transformation with the Fatigue Programme and The Integrated Management System programme being part of the transformation programme portfolio.



# Project Name: Management of Occupational Road Risk (MORR)



With occupational road risk being one of the highest risks, causing both serious injuries and fatalities in Network Rail, this project was introduced to look at ways of reducing risk and protecting staff while driving. The introduction of a Vehicle Speed Warning System (VSWS) has been key to achieve an instant change to driver behaviour resulting in significant reduction in road traffic accidents involving Network Rail staff.

The aim of the programme was to improve driving behaviours in the business, reduce speeding and address the wearing of seatbelts. The introduction of VSWS in all Network Rail vehicles is impacting speeding in particular, designed to provide the driver with the information they need to change their driving behaviours to remain within the speed limit.

#### What has been delivered?

- VSWS installed in all Network Rail vehicles.
- New MORR policy published.
- Drivers handbook updated and published.
- High visibility seat belt sleeves for all Network Rail vehicles.

#### What are the business benefits?

This project has realised more benefits than initially estimated:

- 80% reduction in road traffic accidents involving NR employees from 2,718 in 2016/17 to 532 in 2017/18.
- A 37% reduction of Notices of Intended Prosecution (NIPs) during 2017/18 Financial year vs 2016/17 Financial Year.
- Over 2 million litres less fuel purchased in 2017/18 than 2016/17.
- 33% reduction in staff injuries caused by vehicle accidents from 128 to 86.
- Reduction in costs associated with road traffic accidents including vehicle repair and replacement, sick leave, compensation and legal costs, for example cost of claims from vehicle accidents reduced from £2.33m to £799k.

#### Who has benefited from the project?

Network Rail drivers are benefiting from the introduction of VSWS as it provides in-cab notifications if they go over the speed limit, allowing them to slow down and change their driving behaviour - reducing the likelihood of the driver causing an accident, receiving a speeding fine or being subject to disciplinary procedures. It also demonstrates our commitment in our social responsibilities by changing our driving behaviours to reduce road risk.

Network Rail is benefiting through the availability of anonymised driving data to identify driving trends that can become a focus for safety campaigns to tackle common issues, as well as a financial benefit due to reduced fuel spend and vehicle wear and tear. Network Rail also has the ability to identify the journey type, which will allow accurate payment of tax.





# Project Name: Sentinel



Sentinel is one of Network Rail's critical processes in helping staff that work on our infrastructure to be safe. 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. Sentinel enables colleagues to know that people performing the work are correctly trained and have the correct competence to perform that work. Additionally, swiping a Sentinel card helps staff to know if colleagues have been managing their working hours in order to reduce fatigue risk.



## What has been delivered?

Following feedback and suggestions, the Sentinel team have enhanced the end user experience:

- *Swipe in and Swipe 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 the Rail industry.*
- *Enhanced app that is available on all platforms to improve workforce safety.*
- *A tool to electronically record safety briefs, fatigue risk assessments and competencies used replacing paper records.*
- *Sentinel dashboard enabling people to filter the information on usage statistics by their Route/Function and DU.*

## What are the business benefits?

- *Sentinel enables and improves safer working by deterring double shifting and enforcing the 12-hour rest rule, therefore reducing injury numbers.*
- *Since mid-2017, following the launch of Site Access functionality, Network Rail usage of Sentinel has increased by 25%.*
- *Sentinel enhances 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 a shift we can ensure that our workers are competent to work, are compliant with fatigue management rules and can record their log book electronically. This has provided helpful information when it is required to provide proof for the Annual Capability Conversation.*

## Who has benefited from the project?

Members of the workforce in Network Rail and our contractors are benefitting from:

- *Enhanced visibility of staff competencies that are visible real time.*
- *Improved fatigue management; which in turn assists in reducing risk to workforce, public and passenger safety. By mandating swiping out, in the future we will be able to realise further benefits related to fatigue management in the future.*

## 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](http://www.railsentinel.co.uk). The Sentinel team also have a 24/7 helpdesk available on Tel: 0330 726 2222 or Email: [sentinel@mitie.com](mailto:sentinel@mitie.com).



# Project Name: Planning and Delivering Safe Work (PDSW)



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



The primary change is that there is now clarity on who is in charge of work on or near the line by way of the person in charge (PIC). This change to the company standard provides clarity to our staff on who is accountable for their safety and how health and safety risks are managed on site.

The introduction of more frontline input into planning and safe work packs has improved a better and safer way of working, reducing the need for reliance on historic knowledge of a work area. Having more site visits in advance of work, and the PIC being involved in the whole process – ensuring adequate tools, welfare facilities and practical access points are all accounted for before the work starts – means we're working in a more compliant and safe way.

#### What has been delivered?

- *The Standard NR/L2/OHS/019 'Safety of people at work on or near the line' has been updated and implemented.*
- *Suite of 35 business facing documents produced to assist our workforce when implementing and embedding the changes.*
- *Safe System of Work Planning System (SSOWPS) system upgrade from v2 to v2.5 to incorporate the revision of the standard.*
- *Management and facilitation of a trial in Anglia route.*
- *Dedicated 019 and SSOWPS v2.5 support model and helpdesk during transition period.*
- *National readiness facilitation and reporting, including enhanced temporary variation support.*
- *Training videos, advising how the new planning system will work.*
- *Updated manager's self-assurance protocol to reflect the requirements of the standard.*

#### What are the business benefits?

- *Significant contributory enabler for the reduction in LTIFR from 0.456 (July 2017) to 0.363, (March 2018).*
- *Significant contributory enabler for the reduction in the number of possession irregularities from an average of eight per month in July 2017 to five per month in December 2018.*
- *More than 500,000 safe work packs produced since the revised standard 019 launch.*
- *PIC introduced providing staff with clarity having just one person in charge of work.*
- *Task risk controls included in the safe work pack system.*
- *Introduced consideration of welfare provision into the safe work pack system.*
- *Introduced consideration of first aid and run away risk into the safe work pack system.*
- *Increased safety awareness amongst leaders and employees.*

#### Who has benefited from the project?

By updating the standard, staff, including contractors working on and near the line, now face reduced risk by having better planned work thus leading to fewer injuries.

Workers have clarity about who is in charge of all of their work - including operational, site and task risks.

Many others involved through planning and procurement have also seen benefits stimulated by the requirement and need to improve how we plan and implement our work safely.



# Project Name: Procuring for Safety



The Procuring for Safety project addresses how to encourage and reward our contractors for positive safety performance. Network Rail recognises the importance of working 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 brought 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 that are either already underway or anything new required.

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 was designed to achieve collective safety improvement through more robust procurement and commercial management processes that reward the good safety performance of our suppliers/contractors.

#### What has been delivered?

- A balanced scorecard which measures Infrastructure Projects' supplier safety performance through a series of leading and lagging indicators and is capable of producing a single supplier safety measure.
- Facility to provide a periodic safety 'score', using existing data, and sits within a company safety dashboard.
- Updated procurement strategy for IP that rewards good health and safety performance.
- An animated film which explains the safety scorecard.

#### What are the business benefits?

- Infrastructure Projects LTIFR declined from 0.260 in Period 1 2015/16 to 0.201 in Period 12 2017/18.
- Infrastructure Projects close call reporting increased from 7,489 in Period 1 2016/17 to 14,496 in Period 12 2017/18.
- The balanced scorecard enables procurement and finance managers to discuss safety with contractor staff and promotes structured continuous improvement.

- 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 has benefited from the project?

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

#### Further information

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: Platform Train Interface



The Platform Train Interface (PTI) project delivered understanding and reduction of risk at the PTI. The main focus was on PTI risk at our managed stations but the project also included 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 and includes 80 % of the passenger fatality risk.

The Platform Train Interface project has helped to manage complex risks and tackled a number of hazards for station users at Network Rail's Managed Stations. These are often influenced by individual staff, passenger or public actions and behaviour at or on the approach to the PTI.

### What has been delivered?

- *Deployment of new PTI risk tool provided by the Rail Safety and Standards Board (RSSB).*
- *Assessments of PTI risks at all managed station platforms.*
- *Through analysis of assessments and use of new technologies, actions to reduce the PTI risk were delivered.*
- *Training material for staff.*
- *Good practice guidance developed in collaboration with other industry stakeholders.*

The guidance has been a key component of the project. The guidance was created with the aim of influencing overall safety performance, and providing an avenue to educate staff and passengers about risks at the PTI. 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?

- *35% FWI reduction in managed stations.*
- *Indirect benefits flow from fewer delays due to incidents.*

### Who has benefited from the project?

Network Rail Routes and station teams across the industry benefitted through better understanding and being able to manage PTI risks. The project helped to share good practice across the industry, such as for platform supervision and train dispatch. The project also helped to reduce safety risk and improve customer satisfaction for people with reduced mobility at Network Rail's managed stations.



# Project Name: Medical Standards



Network Rail has strict medical fitness standards to ensure those who are permitted to work on our infrastructure remain safe. The Medical Standards project reviewed and updated the existing 'Medical Fitness for Work' guidance, resulting in an improved health management process by incorporating best industry practice.

The 'Medical Fitness for Work' standard set the requirements for assessing an individual's ability to work on or near the track and applies to Network Rail employees and contractors. This update changed the frequency of competence specific medicals to every 10 years up until the age of 40, every five years until the age of 65 and annually thereafter.

By enhancing the medical fitness standard, Network Rail strives to achieve excellence in balancing safety on the track with the necessary requirements to support employees with health conditions to remain in their role where possible. This allows us to take reasonable steps to protect employees' health and safety as well as the health and safety of others.

#### What has been delivered?

- An updated Medical Fitness for Work standard.
- Implementation of the new standard with our occupational health provider.
- An updated process and health risk assessment guidance document for line managers.
- Alignment of Sentinel to the new standard requirements.



everyone fit  
for the future

#### What are the business benefits?

- Improved management of health risks through a more robust fitness for work process.
- Greater collaboration between occupational health and line managers, improving safety outcomes.
- A process to allow Network Rail to be compliant with the Equality Act 2010 by providing appropriate justifications for medical fitness requirements.

#### Who has benefited from the project?

Employees and contractors now benefit from an improved transparent standard to help meet legislative requirements, thereby protecting the safety of workers, passengers and public from risks caused by health issues within the workforce.





# 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 programme is working towards reducing the number of fatigue related accidents and injuries through better understanding and awareness of fatigue and enhanced fatigue risk management.

The revision of the standard and introduction of additional training is empowering 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.

#### The main deliverables are:

- *New Fatigue Risk Management standard NR/L2/STE/003 and five associated modules:*
  - *Fatigue Risk Index module*
  - *Working time limits and on-call module*
  - *Roster design module*
  - *Exceedance management module*
  - *Fatigue Risk Assessment module.*
- *Suite of business facing documents to assist our workforce in implementing and embedding the standard.*
- *Development and operation of a Support Model during early transition period.*
- *National readiness facilitation and reporting, including enhanced temporary variation support.*
- *Updated manager's self-assurance protocol to strengthen the compliance and assurance of the standard.*

#### What has been delivered?

- *Briefing sessions started throughout the business informing attendees of the forthcoming standard.*
- *Core principles document and module 1 of new fatigue standard circulated for wider consultation.*
- *Three training videos providing fatigue education developed and issued on Safety Central.*

#### What are the business benefits?

Reduction in incidents resulting in serious injury as well as reduction in minor incidents in which fatigue is a contributory factor. Fatigue management will contribute to a more energised workforce enabling better performance and productivity. Another benefit is a reduction in occupational road risk which will reduce the number of road accidents.

#### Who is benefitting from the project?

All staff across Network Rail are benefitting, as are passengers who are exposed to less risk. The new standard applies to all staff, providing more tools and clearer rules around fatigue management. On a personal level, staff are also benefitting through an improved work life balance.



## Project Name: Risk Management including Work Activity Risk Assessments (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 WARAs within Network Rail has made 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 in 2016 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.

WARAs are one of the risk management tools we use for risk assessments related to 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 were outdated, conflicting, or confusing to use - and variation across the business was significant. This was a problem for our workforce and concern had been expressed by the Office of Rail and Road (ORR).

### The main deliverables are:

- Update of WARA standard.
- Update of priority WARAs.
- Implementation of WARAs.
- Risk awareness campaign.

### What has been delivered?

- WARA standard updated and published in June 2017.
- 292 WARAs reviewed/re-written.
- Updated WARAs implemented across the business.

### What are the business benefits?

The programme is increasing risk awareness and helping to effectively mitigate risk, helping to reduce/avoid incidents, and contributing to improved legal compliance. The programme supports the 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 – slips, trips and falls.

### Who is benefitting from the project?

Through the review and rewrite of the WARAs across the business, the workforce are gaining a much better understanding of the risk controls /mitigation that should be in place which will effectively lead to a reduction in accidents and injuries. The business is seeing a benefit from reduced lost time and other costs from injuries.

The project has also enabled the business to more effectively demonstrate legal compliance to ORR, and other stakeholders.



## 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 Programme is a national change programme that is improving our electrical power infrastructure and the way we operate it to improve the safety of our workforce.

### The main 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.

### What has been delivered?

- Great Western Electrification Supplementary Isolation Procedures+ (GWESIP+) delivered in support of GWEP commissioning on Western Route.
- New Level 3 operating standard for overhead line equipment (OLE).
- Negative Short Circuiting Devices (NSCDs) and Track Feeder Switches (TFSs) product development and trials are complete and rollout has commenced on Wessex, SE and LNW Routes.
- Good progress being made towards installing over 500 new switches in CP5 - by removing 'strapping', these devices deliver significant safety, performance and compliance benefits.
- A new set of isolation operating procedures have been produced; these will be trialled on LNW Route this year. Locally administered trials may run concurrently on Wales and Western Routes.
- A new set of isolation operating procedures that will enable the entry into service of Circuit Main Shorting (CMS) are in production. These will be deployed on South East, Wessex and LNW Routes this year.

### What are the business benefits?

By reducing the errors in delivering electrical power infrastructure work which results in a reduction in the chance of electric shock or worse to our workforce. In particular the programme benefits are:

- Improved electrical safety competency of staff.
- Reduction in average time of 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.

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.

### Who is benefitting from the project?

Our frontline workforce are benefitting the most by being able to reliably comply with our Lifesaving Rules. Workers 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.



## LEWIS Lineside Early Warning System

As the need to undertake work on or near the track continues, our track workers are continuing to get struck by trains. Increased volumes of rail traffic and operating hours, along with fewer signallers will in future exacerbate the need for safer trackside working and increase this risk. As a result, both protection and warning systems are required. These systems must be of a higher reliability than existing systems, and they must remove the opportunity for human error.

The Safer Trackside Working Programme sets out to contribute to the elimination of track workers being struck by trains through risk reduction via deployment of Network Rail's Trackworker Safe Access Strategy. The deployment of this risk reduction strategy is a phased approach over a number of Control Periods.

The STW programme is designing and developing new protection and warning systems. These new systems are both tactical short-term solutions to give some early reduction of risk and longer term sustainable solutions aligned to deployment of Digital Railway technologies.

The safer trackside working programme (STW) is a research and development programme specifically funded in the CP5 final determination. 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). This provides additional protection to line blockages.
- Lineside Early Warning System (LEWiS). This 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). This 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.

Critical to the success of the project so far is our collaborative work with the Trade Unions.

### What has been delivered?

- The STW Programme have signed off a trial testing the RDD on a section of the LNW Route in 2018, with the aim to achieve product approval by the mid to end of 2018 ready for further rollouts across other Routes.
- The LEWiS Device trial has been signed off for testing in the Wessex Route in the latter part of 2018 with the aim to achieve product approval by the end of the year and rollout to other Routes in 2019.

### 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 is benefitting 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: Safety Hour

The Safety Hour project addresses the need for everyone to own safety, health and environmental improvement. Successful safety hour facilitation demonstrates effective safety leadership, management and staff engagement. Many safety issues can only be resolved by the active engagement between leaders and employees resulting in shared ownership and solutions for managing risks.

Safety Hour was introduced in 2015 with the aim to increase engagement between line managers and employees, ensuring open conversations about health and safety issues. The aim of this programme is to support communication about safety, health and environment facilitated in a way that everybody feels comfortable raising issues and concerns, as well as providing a platform for all to address positive events and successes.

The Safety Hour project is improving the quality and effectiveness of the Safety Hours that take place throughout the business. It is also improving skills in effective facilitation and promoting a culture of sharing, learning and continuous improvement across the business. Safety Hour is a great tool to help us learn from previous incidents and prevent re-occurrences.

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

### The main deliverables are:

- *Training of facilitators for safety hour delivery (and transferable skills for greater staff collaboration and improvement around safety, health and environment).*
- *A review of the effectiveness of safety hours in NR and resultant improvement plans.*
- *Safety hour material library.*
- *Engagement and culture change support.*

### What has been delivered?

- *Training has been completed in Anglia (48 staff) and Western (134 staff) and as 'train the trainer' in Scotland*

### What are the business benefits?

Enhanced line management of safety and improved staff engagement leading 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 leads to fewer incidents and accidents. With smarter communication of safety information, we can improve learning and reduce repeat incidents.

### Who is benefitting from the project?

Everyone benefits from improved engagement, better safety conversations and more effective safety learning and shared ownership for improvement. Safety is everyone's responsibility, and the Safety Hour initiative provides a platform to discuss safety and find solutions to mitigate risks. The skills are totally transferrable to other communication forums such as lineside safety briefings, town hall events and across health, welfare, quality, and environment.

### Further information

The Safety Hour discussion pack library is 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, this project involves a range of communication channels to influence the public 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 has established a strategy to support the Route Community Safety Managers (CSMs) and Route Level Crossing Managers (RLCMs) by providing campaigns, resources, education projects and a national perspective of the risks on our network. It has provided 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 deliverables are:

- National community safety campaigns in schools using diversionary activities.
- Tools for Community Safety Managers.
- Communication campaigns targeting level crossing users.

This project aim is to prevent loss of life on Britain's railway. Every person reached by the community safety project is a potential life saved. The project is not only providing a demonstration of our concern and care for the communities in which we operate, it is also helping 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 is keeping 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 has been delivered?

- The delivery of the 'Tackling Track Safety' Partnership saw over 80,000 children reached with a railway safety message, through schools delivery and diversionary activities.
- Our public facing campaigns continued to raise awareness of railway safety with our target audiences, including a very successful alcohol awareness campaign at Christmas 2016 and 2017. These campaigns saw alcohol related incidents in stations and near level crossings fall, with the RSSB hailing the success of the campaigns.

### What are the business benefits?

The project is aiming to reduce fatalities to members of public; in addition, reducing level crossing fatalities reduces the risk of a derailment from a level crossing accident. 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 level crossing misuse.

### Who is benefitting 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 to 7.1 deaths each year in the period from 2012 to date. However, there is still much more to be done.

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

### The main 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 has been delivered?

Over the last 12 months;

- Permanent legal closure has been achieved at 34 level crossings.
- 34 safety improvement schemes initiated to improve safety at crossings using new technologies have been commissioned.

In total so far;

- Permanent legal closure has been achieved at 116 level crossings.
- 77 safety improvement schemes have been commissioned.

These schemes include the installation of:

- Overlay Miniature Stop Lights, which provide a visual indication of whether or not it is safe to cross.
- Supplementary Audible Warning Device, which provide an audible warning in support of whistle boards.
- Power Operated Gate Openers, which provide access over level crossings through automatic gates, reducing the number of traverses to cross with a vehicle from five to one.

### 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 15.7% (1.9828 FWI) by the end of the control period from the funded schemes.

### Who is benefitting 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: Prioritised Technologies for Level Crossing Safety

Prioritised Technologies for Level Crossing Safety is the programme of work identifying and prioritising 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:

- *Meerkat - a new solution to improve safety at passive crossings.*
- *Automatic Half Barrier plus (AHB+) solution.*
- *Next generation Mobile Deterrent and Enforcement Solution to replace the current fleet of Mobile Safety Vehicles (MSVs).*
- *Integration of Power Operated Gate Openers with other protection.*
- *Second Generation Obstacle Detection (MCB-OD) and barrier machines.*

#### What has been delivered?

- *Supplementary Audible Warning Devices (SAWD) - 65 installations have been successfully installed to date with a further 30 units ordered.*
- *Meerkat – a project developing a cost effective automatic warning device to inform users if it is safe to cross. The system will have the capability to replace the c. 1,500 whistle boarded passive crossings on the network as part of phased risk reduction activity. Supplier selection is complete and we are progressing towards contract award and a final option selection.*
- *Overlay Miniature Stop Light (MSL) systems - Both Ebi Gate 200 and VaMos systems have full product approval and are available to the Routes to help reduce risk. Installation costs have been successfully reduced from c. £300k to c. £100k per unit.*
- *Automatic Half Barrier plus (AHB+) solution - a feasibility report has been produced to assess potential AHB risk reduction options and has been distributed for key stakeholder review.*
- *Mobile Safety Vehicles (MSVs) – the current generation of 15 MSVs has been successfully transferred to business as usual within Route Services.*
- *Red Light Safety Equipment – the risk benefit has been determined and endorsed by the ORR resulting in this fixed camera deterrent and enforcement solution being ordered by Routes for new installations in CP5.*

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 is benefiting from an increased range of technologies and solutions addressing risks at level crossings. These solutions are enabling improved management and treatment of the highest priority risks in line with Network Rail's long-term Level Crossing Safety Strategy

#### Who is benefitting from the project?

Route Asset Management and Level Crossing Management communities are benefitting 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: Suicide Prevention



Suicides make up 85 % of all rail fatalities, resulting in a devastating effect on all those affected by them. They impact significantly on the lives of rail staff, our industry colleagues and cause major disruption for passenger and freight services. Each incident causes an average of 1,440 minutes of delay and costs the rail industry about £250,000. A suicide in Reading has the potential to cause delays as far away as Glasgow.

For every suicide on the railway:

- around 10 rail staff will be involved. For some it may result in severe post-traumatic stress and affect their ability to return to their former role.
- six lives are saved by staff, British Transport Police officers or others supporting those at risk of suicide.

The rail industry's suicide prevention programme was launched in 2010 and is a partnership between industry stakeholders, the Samaritans and the British Transport Police.

On average there are 256 suicides on the rail network each year – one every 34 hours. 80 % of those are men between the ages of 30 and 55. Other high risk groups exist too, such as teenagers and there are known 'at risk' locations where suicides are a common occurrence.

The long term challenge that suicide presents the rail industry is addressed through a small, award winning, specialist team which concentrates its activities in two key areas:

- working with industry partners to prevent those who might seek to take their lives on the railway from gaining access to it.
- local authorities who have a quasi-statutory responsibility for preventing suicides within the community at large.

#### The main deliverables are:

- The Small Talk Saves Lives campaign.
- Annual suicide prevention conference.
- Samaritans million hour challenge.
- Training in Suicide Prevention.

#### What has been delivered?

- 18,000 rail staff and partners now trained in suicide prevention techniques.
- Over 1500 interventions have been made in suicide attempts across the network.
- The award winning Small Talk Saves Lives bystander campaign video (launched November 2015) has been viewed in excess of five million times.
- The industry's national suicide prevention conference was attended by 120 delegates from around the world.
- We have commissioned ground breaking anthropological research to support our suicide prevention activities.



- The International Association for Suicide Prevention recognised the industry's activities in this area at their annual conference in 2017.
- New guidance was issued around the use of suicide prevention campaign materials.
- The industry's work in the suicide prevention arena was showcased by the National Railway Museum as part of the country's national Museums and Wellbeing Week.

#### What are the business benefits?

- Reduce the number of actual and attempted suicides.
- Reduce the trauma caused by suicide incidents on the industry's people and passengers.
- Reduce delays caused by suicide.

There are obvious cost, performance and passenger experience benefits that can be gained from reducing the number of suicides on the network. The industry's reputation is also enhanced by the lead it provides in this area and the example it sets to other organisations including Governmental agencies.

#### Who will benefit most from the project?

Despite the business benefits those who will gain most from this programme are the industry's staff. The need to deal with the aftermath of a suicide event or being directly involved in a fatality can leave them severely disturbed to the point of not wanting to return to work or ever fully recovering from what they have witnessed.

# Project Name: Frontline Safety Critical Communications



Frontline Safety Critical Communications is a project focusing on frontline phone calls, as these are a vital component in the safe running of the operational railway. Every day phone calls are made that have the potential to affect the safety of our workforce, passengers and public that interface with the operational railway. The driver of this project is to have one consistent training and assessment package that the railway industry use to drive consistent standards in safety critical communications.

The training consists of six training modules that can be run as a whole course or as individual modules. They can be used following an incident and can be tailored for an individual or group for session refreshing Safety Critical Communications.

The main aim of the project is to have all frontline roles applying the improved concepts and learning in safety critical communications. To assist with this, different methods to keep the message out there in the working environment have been set up.

#### The main deliverables are:

- To embed the new safety critical communications training materials into Track Safety and Operational Network Rail training courses.
- Communication Review Group (CRG) standards changed and monitoring materials as required focusing on the level of occupational competence of those being assessed.
- CRG chairpersons in the routes will be trained in the new materials to enhance skills in management of CRG's .

#### What has been delivered?

- A Safety Central page has been created.
- A Yammer forum has been created.
- Regular dialogue has also been set up with the external groups such as Rail Industry Contractors Organisation (RICA), the Association of Rail Training Providers (ARTP) and the Track Safety Alliance (TSA) to share project updates and share best practice and developments.

#### What are the business benefits?

The business benefits are that enhanced training for the frontline in the planning, structuring and the content required for a safety critical communication. The potential for an improved proactive response following an incident with an individual or group involved through targeted Safety Critical Communication sessions which will result in better learning from incidents. Enhanced monitoring of incidents and close calls will also take place to confirm if the new training has been affective. To make sure the route Safety Critical Communication Review Groups work to a consistent standard. This will aid monitoring and reporting on Safety Critical Communications.

#### Who will benefit most from the project?

The potential is to improve safety for all operational frontline employees, Passengers and Public who interface with the railway at user worked level crossings as an example, who will be exposed to less risk though new techniques to have safety conversations.

#### Further information

The project will allow Route CRG chairs to consistently report their communication monitoring results to confirm the effectiveness of the training and briefing. Other options being developed are a Key Points Reminder booklet that covers guidance on what needs to be in a safety critical communication, to be readily available by the frontline to refer to.





## 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 is monitoring 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 mix of indicators selected is reviewed and adjusted each year so that it captures areas of emerging risk and priority improvement actions.

### The main deliverables are:

- 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 sites where structures are vulnerable to scour.
- Boundary management, e.g. to reduce animal incursion risk.
- Vegetation management to improve geotechnical asset performance and aid sighting at level crossings and signals.
- Signaller competence through attendance at Operational Development Days.
- 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 has been delivered?

- Train Accident Risk as measured by the Precursor Indicator Model has reached its lowest recorded level.
- The number of high risk scour and road vehicle incursion sites has been reduced ahead of target.
- Aggregate volumes of drainage works, vegetation clearance and fencing have exceeded targets.
- Signaller attendance at Operational Development Days has met targets.
- Installation programme for Tubular Stretcher Bars completed.

- Plain Line Pattern Recognition implemented as a business as usual process.
- Reliability of the train-borne infrastructure monitoring fleet has improved and is consistently exceeding targets.

### What are the business benefits?

Reduced Train Accident Risk is both a safety objective and linked to improved performance and business reputation. In CP5, train accident risk is expected to reduce by 38 % and is already at the lowest level in railway history.

### Who is benefitting 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 (HSE) data suggests approximately 800 deaths caused by cancer per year are due to exposure to silica, and 2,515 deaths in 2014 were attributable to asbestos. The Control of Substances Hazardous to Health (COSHH) Regulations 2002 and The Control of Asbestos (CAR) Regulations 2012 places a duty of care on employers to protect its employee's health, as far as is reasonably practicable, by the implementation of effective measures to mitigate and reduce exposure to substances hazardous to health. Proactive management of these risks is essential to prevent adverse ill health at a later stage in the life cycle of our employees.

The Respiratory project is aligned to Network Rail's ambitious 10-year Health and Wellbeing Strategy and focuses on two respiratory hazards; namely silica and asbestos. Whilst one objective is to improve our compliance to COSHH and CAR Regulations, we are also proactively improving the general awareness of silica and providing guidance of how to minimise exposure. This is enabling a sustainable approach to the management of the long term health and wellbeing of our employees and achieve our vision of Everyone Home Safe Every Day whilst simultaneously ensuring our occupational health and wellbeing vision of 'Everyone Fit for the Future'.

### The main deliverables are:

- *Respiratory Standard.*
- *Respiratory Training.*
- *Respiratory Campaign.*
- *Implementation of a process to support monitoring of utilisation of RPE E-learning.*
- *Identification of Route and business functions at risk activities and commence exposure monitoring.*
- *Creation of a database for storing and sharing exposure monitoring results.*
- *Review referrals based on outcomes of exposure monitoring and rectify gaps.*

### What has been delivered?

- *A new company standard defining the health surveillance process associated with respiratory hazards specific to silica and asbestos.*
- *Respiratory e-learning.*
- *Respiratory guidance material.*
- *Enhanced exposure monitoring.*
- *Collaborative working with Institution of Occupational Safety and Health (IOSH) via pledging our support to the 'No Time To Lose' campaign.*

### What are the business benefits?

Reduced number of employees suffering from occupational respiratory illnesses as well as a consistent application in the management of employees exposed to respiratory hazards making use of effective health surveillance processes. It also aims to provide adequate and effective information, instruction and training, thereby, leading to enhanced awareness of respiratory hazards.

### Who is benefitting from the project?

All employees and line managers are benefitting from an improved understanding of respiratory risks, and how to prevent respiratory related ill health.

### 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: Mental Wellbeing and Resilience

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 mental health charity MIND describes that 1 in 4 people will experience a mental health problem each year. There is evidence indicating Network Rail has an upward trend in the presence of mental health cases within its workforce and as such we are keen action must be taken.

The Mental Wellbeing and Resilience project aims to reduce stigma associated with mental health and provide the necessary tools and guidance to both line managers and employees allowing effective management of mental wellbeing at work. Collectively, the project aims to improve the resilience of our workforce thus reducing mental health related sickness absence and associated costs.

### The main deliverables are:

- *New trauma and stress standards.*
- *Breaking the stigma through enhanced communications and campaigns.*
- *Measures of success through monitoring and reporting.*
- *Increase awareness through provision of mental health training and awareness briefings.*
- *Let's be a champion through piloting a managed champion network.*
- *Improve working conditions and management of ill health by reviewing and updating improved human resourcing policies and procedures.*
- *Provision of enhanced mental health guidance.*

### What has been delivered?

- *The Traumatic Incident Standard and associated management process.*
- *The Stress Standard and associated management process.*

### What are the business benefits?

Successful delivery of the project will create a work environment where mental health is not a taboo subject and can be openly discussed with improved support and signposting.

### Who is benefitting from the project?

All Network Rail employees, whether they are affected by mental health or not, at all levels within the organisation will benefit from the availability of improved resources and tools. Line managers of employees who may experience a mental health condition will be better equipped to be able to provide adequate and effective support to aid employees through their sickness journey.





## 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 a thorough assessment of needs, with appropriate training and support for effective implementation.

The First Aid project has reviewed first aid processes and procedures within the business, and the revision of Network Rail's First Aid at Work standard and risk assessment to ensure it is compliant with the Health and Safety at Work Act 1974. Network Rail has a legal duty to provide adequate and appropriate first aid provision for employees, with consideration also given to contractors, passengers and the public.

This project is aligned with the Health and Safety Executive (HSE) Guidance on the First Aid Regulations, as well as improved training and support for first aiders. The project has brought 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 deliverables are:

- *Revision of First Aid at Work standard.*
- *Improved solutions for first aid training.*
- *Improved access to first aid equipment.*
- *Improved communication for first aiders and line managers.*

### What has been delivered?

- *Revision, publication and implementation of the First Aid at Work standard in order to provide an effective and consistent process to managing first aid in the workplace.*
- *Enhanced content within first aid training courses to include how to use an Automated External Defibrillator (AED), and treatment of catastrophic bleeds.*
- *Improved accessibility of first aid equipment through Network Rail's online catalogue in order to accelerate the procurement process and get suitable and approved kit items to the team who may need them.*
- *Creation of a dedicated first aid page on Safety Central containing support material to understand the changes to the standard, and access to further information on maintaining first aid skills and knowledge.*

- *Promotion of being first aid trained through the sharing of good news stories whereby first aiders have used their training and confidence to help colleagues and members of the public in an emergency.*

### What are the business benefits?

The project will improve the management of first aid provision to mitigate the risk of insufficient first aid provision to manage illness or injury, and will also ensure legislative requirements are met.

Reduced risk of serious incidents or fatalities caused by or related to inadequate first aid provision.

### Who is benefitting from the project?

Everybody who may require first aid will benefit from Network Rail having suitably trained first aiders, who have access to the appropriate first aid equipment and confidence in their role.

### Further information

In the future we are seeking to improve the sharing of information on where our defibrillators are installed within our organisation, other organisations and members of the public.

There will also be a focus on building a network of first aiders, so they can feel better supported in their role and able to share experiences with others.





# Project Name: Manual Handling Improvement Project

Manual Handling is a high risk activity in Network Rail due to many of our employees having to undertake manual handling tasks using heavy and / or awkward equipment and materials in often difficult conditions. Today, manual handling is the second highest cause of lost time injuries (LTIs) and many of our practices have not kept pace with risk reduction developed in other industries.

The Manual Handling Improvement Project is reducing risk of injury to our employees that can result when lifting or moving heavy and or awkward equipment, including the materials needed to complete the task. This work enables Network Rail to be compliant with the Manual Handling Operations Regulations 1992 (as amended) (MHOR)

#### The main deliverables are:

- *Prioritised manual handling risk assessments conducted for heavy items.*
- *Elimination of certain activities.*
- *Develop of a catalogue of manual handling aids.*
- *Local and national improvements plans introduced across the business.*
- *Risk awareness training and communications to promote safer behaviour.*

At least 20 % of all LTIs 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.

Further development of improved manual handling solutions will reduce the potential for both immediate and longer term harm. Risky manual 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 them. Elimination of the task altogether will have the biggest impact supported by mechanising handling activities and the adoption of lighter equipment and materials. This is our strategy.

#### What has been delivered?

- *84 high priority risk assessments carried out for heavy items in maintenance and works delivery.*
- *The process of prohibiting the manual lifting of rail over six metres in length is in progress.*
- *Developed a level crossing power pack trolley to remove the need to manually handle the 40kg power pack.*

- *Two Makinex Easy Lift 140 (EL140) are being trialled at Basingstoke Delivery Unit. The EL140 is a hand crane designed to be used in depots and workshop environments, it's a one person operation, enabling items up to 140kg to be safely lifted in instances such as onto work benches, or in or out of a vehicle, reducing the risk of back injuries and accidents.*

#### What are the business benefits?

The business benefits are improved wellbeing of our staff, reductions in LTIs 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 at source is expected to provide a powerful message that the business is committed to improving their health and safety.

#### Who is benefitting from the project?

The biggest benefits will be to our maintenance, works delivery and operations staff on the frontline that have to handle the materials, tools and products needed to complete work trackside, in our depots and at our stations. 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: Integrated Management System

The Integrated Management System (IMS) programme addresses the risk of failure to meet the needs of our customers due to uncontrolled diverse strategies, policies, processes and documents. With more than 25 systems holding management content in a non-structured way the risk is high and ranked at a level 1. IMS is realising benefit through combining the full value chain of Network Rail within one system: allowing for easier management and operation. The system will provide one operating framework, integrating clear linkages across business functions and their processes.

The IMS process architecture will clarify accountability across Network Rail, and establish the responsibility of process owners, as an enabler for integration of our methods and the terms of devolution. The IMS will be available to employees and interested parties through a new IT solution making it easier and more efficient to find supporting information such as work instructions, templates and procedures. The IT solution will be designed to ensure it is easy to use, resilient, up to date and available across multiple devices with real time information.

#### The main deliverables are:

- 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, ISO 45001 and ISO 55000.
- Phase three: Lean process optimisation methodology available and tested for use across the business.

#### What has been delivered?

- The IMS manual has been published - providing a clear framework for how the IMS is structured and how the fundamental elements fit together and operate in relation to the ISO requirements and business needs.
- Engagement sessions have been held with Excom members, process owners and management system owners along with unions, regulators and heads of discipline.
- The Process Architecture has been designed, consulted and endorsed as the common understanding of how Network Rail fits together, and as the basis for our understanding of accountabilities, process management and IMS content structure.



#### What are the business benefits?

- Improved Compliance leading to improved performance (QHSE and other areas).
- Improved regulator perception.
- Improved customer perception.
- Improved clarity of purpose amongst staff and reduction in on-boarding time for new starters and staff moving roles.
- Increased staff productivity and engagement.
- Reduced probability of incidents due to opaque or unattainable role responsibilities/requirements.
- Reduced risk of time and cost impacts associated with quality or safety incidents (I.e. Rework, Scrap or Failure) and pre-emptive audits or resulting investigations.

#### Who is benefitting from the project?

All staff across Network Rail will benefit, it will provide Management with a structured approach and framework for managing processes, and strategically it will provide a framework for setting and deploying strategic objectives and corporate policy effectively.

# Project Name: Business Critical Rules

Business Critical Rules (BCR) was introduced to change the way we manage our risks in Network Rail. Through Bow Tie methodology the principles makes how we work safer, simpler and more effective. Our Lifesaving Rules are the first 10 Business Critical Rules.

The programme was designed to ensure the organisational control framework for managing risk helps to deliver the committed safety, performance and efficiency targets.

#### The main deliverables are:

- *Bow-ties related to all main asset risks.*
- *Control Effectiveness Reports.*
- *Simpler and clearer control documentation.*
- *Links from requirement to Level 1 Assurance providing a mechanism to allow routes the ability to enact local controlled changes.*

#### What has been delivered?

Over 100 risk bowties delivered

- *Updates to standards in all asset areas.*
- *Update to the STP001 Standard, reflecting improvements to the control framework in the areas of linking controls to risks, simplified document framework and templates, and improved drafting guidance.*
- *Delivery of a briefing tool to increase the effectiveness of communication around the update and introduction of controls.*
- *Enhanced methods for enabling local change, supporting delegation of authority, and delivering flexibility to accommodate Risk Based Maintenance regimes to asset systems.*

#### 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 BCR principles provide the framework which will unlock the benefits which will be delivered in the Routes.

#### Who is benefitting 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, the programme will support them to perform their roles safely.

#### Further information

In June 2017 a Quality review of the programme was undertaken, which aimed to ensure that a change in delivery approach allowed the organisation to release the significant value created and not yet properly realised by the programme. This in turn would also resolve the some gaps in core processes and systems, and prevent further investment in areas with no likely return.

In order to ensure that the original benefits and outcomes are still achieved whilst reducing the change impact on the business the core principles of BCR will be embedded within existing BaU processes which are already in operation.

The BCR programme will have completed the transition work by the end of April 2018 and will be formally closing the BCR programme in July 2018.

In embedding the principles of the programme in business as usual it 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, it will provide the clarity on what needs to be done and who needs to do it to ensure Everyone gets Home Safe Every Day.

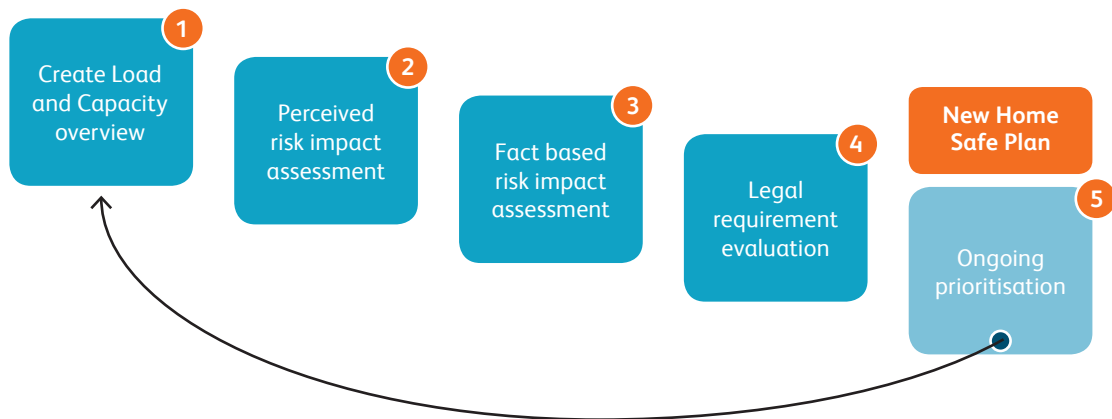


# How to move a project into the Home Safe Plan

On completion of 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 QHSE 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/ days off from work 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 brochure has been printed on:

This is **naturally responsible**® *Printing*

 THE QUEEN'S AWARDS FOR ENTERPRISE SUSTAINABLE DEVELOPMENT 2016

100% carbon neutral

100% EMAS

100% renewable energy

100% ISO14001

100% eco-friendly simitri® toner

100% recycled FSC® stock

Zero **0**% waste to landfill

Printed by **seacourt** – proud to be counted amongst the top environmental printers in the world [www.seacourt.net](http://www.seacourt.net)

[STECcommunications@networkrail.co.uk](mailto:STECcommunications@networkrail.co.uk)

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