

To: All Principal Contractor Licence Holders

Network Rail
Kings Place
90 York Way
London
N1 9AG

2 October 2014

Dear Sir / Madam

I joined Network Rail Infrastructure Projects in July this year and have now had time to review the delivery and safety performance of our business. Whilst there are a number of examples where we have collectively made good progress, it is clear to me that we still need to perform at a higher level. I am therefore writing to you and all of the other principal contractors to reiterate how important our safety performance is to me.

Mark Carne set out his Safety Vision in March this year. I have included a copy of this to remind you of its contents. Our safety vision explicitly states that safe behaviour is a requirement to work at Network Rail. All suppliers must be committed to fully engage in this vision at an executive level and be able to demonstrate their compliance with this requirement. I firmly believe that with safety as a core value, we can deliver both outstanding safety and outstanding business performance – as they do indeed go hand in hand. I am committed to ensuring that in Infrastructure Projects we strive to achieve “Everyone home safe every day”.

I am however concerned: the numerous incidents that occur indicate that we still do not have the safety basics in place consistently nor the leadership commitment required; the quality of investigations is often below our expected standards; too many repeat incidents occur indicating learning is not being shared and embedded; and the drive for continuous improvement is not as evident as I would expect. Underpinning these concerns is my view that the leaders and managers are not enabling the improvements in organisational cultures and behaviours which could ultimately prevent us being able to deliver our safety vision.

Where suppliers do not consistently demonstrate that they are also striving to deliver outstanding safety performance and improved organisational culture, we will take action using the remedies available under the Principal Contractors’ Licence. I feel it only fair to share with you the fact that we have already begun this type of action with one of our key suppliers.

I recognise that we are all on a journey to improve our organisational culture and our delivery and safety performance. I would be happy to have discussions with you if there are any areas where you consider that our teams need to improve to enable your performance to get better.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Francis Paonessa', written in a cursive style.

Francis Paonessa
Managing Director, Infrastructure Projects