

Safety- A Short Form Strategy 2020



Providing technical leadership

Safety- Short form Strategy 2020

A short form strategy is required from each major subject area within the business, in this case Health & Safety, to support the regions and national functions in developing their strategic plans. Readily visible to all interested parties across the business, industry partners, and the wider general-public, they summarise how the various corporate objectives will be achieved or supported, referencing more detailed supporting documentation where necessary. This short form strategy conveys particular key pieces of Health & Safety information that are vital for regions and/or national functions to be aware of when they construct their plans.



Purpose & Scope

Drive continued and sustainable improvement of safety through close collaboration between our regions, the Technical Authority and the supporting functions. Working with key stakeholders inside and outside Network Rail focusing on culture, systems and technology changes to deliver our vision of Everyone Home Safe Every Day. The approach will at all times be risk based.

Protect our passengers, the public, our lineside neighbours and the workforce efficiently through high expertise, efficient action plans and value based assurance at all levels in the business.

Achieve:

- Significant improvement in workforce safety, eliminating **fatalities, life changing injuries, and serious injuries**.
- Significant improvement in passenger and public safety reducing level crossing, trespass and train accident risk
- 'Excellence' in all areas highlighted in the ORR's Risk Management Maturity Model (RM³)
- Improved focus to prevent high potential incidents
- Elimination of repeat incidents through investigations, lessons learned and process optimisation
- Improved compliance culture leading to general safety performance improvements
- Our safety targets and objectives.

The Future – Where we want to be

We will become an instinctive industry leading company where all people – our workforce, passengers and the public feel cared for. We will be a company that people are proud to work for, where people care for themselves and each other when it comes to safety and where we have achieved a mature safety culture. We will be able to benchmark ourselves with the best inside and outside the rail industry. We intend to remain Europe's safest railway. We will achieve this through effective risk management, the Health, Safety & Environment Delivery Plan as well as local plans with projects selected to provide the highest possible safety impact versus cost, through implementing the new Integrated Management System and, through effective collaboration with the wider rail industry and stakeholders, deliver industrywide plans in line with *Leading Health and Safety on Britain's Railway*.

We will:

- Always ensure legal compliance with safety legislation as the lowest common denominator
- Take a risk based approach to safety
- Select and train our leaders to become strong safety leaders
- Maintain focus on culture, system and technology at all times
- Always focus our efforts on improving the safety of our workforce, passengers and the public
- Drive continuous safety improvement using LEAN principles
- Carry out high quality assurance activities
- Drive lessons learned to avoid repeating mistakes and engender continuous improvement.

The Present – Where we are now

- Network Rail's strategies are aligned with the cross-industry 'Leading Health and Safety on Britain's Railway – A strategy for working together', coordinated by the RSSB.
- Workforce safety is showing a substantial reduction in LTIFR since the end of CP4 and is at a historic low but the rate still compares unfavourably to other safety critical industries. A step change is needed to be able to benchmark with the best and to position the company to achieve the vision where everyone goes home safe every day.
- Level crossing fatalities have reduced and level crossing risk is at a historic low. Risk reduction has seemingly plateaued with some periods showing a net increase in risk. Our use of technology can be improved and our research and development needs to deliver more cost effective solutions to allow for wider deployment.
- As passenger growth increases, safety in stations sees continuing pressure, e.g. at the Platform Train Interface (PTI) where risk tools are in use to drive improvement.
- Train accident risk benchmarking places Network Rail as the safest in Europe and risk at a historic low. However, significant risks remain, including with weather sensitive assets, in particular earthworks and track.
- The Health, Safety & Environment Delivery Plan contains the highest priority safety improvement projects that help deliver the strategies. These projects are all risk-based. The projects are owned by the business with 'champions' from across the business and supported by the Technical Authority.

Ownership & Control

Executive owner	Martin Frobisher
Document owner	Rupert Lown
First point of contact	Rupert Lown
Date of authorisation	TBC
Expiry date	TBC
Key consultees	QHSE Integration Review Group National Safety Strategy Committee
Primary governance	SHE Committee
Version	V0.6

Local Dependency Map



Risk Management

Level 0: Train Accident
 Level 0: Workforce Safety
 Level 1: Workforce Separation from trains
 Level 1: Level Crossings Safety
 Level 1: HSS By Design

Emergent risks

1. High potential events including near misses
2. Increased risk for level crossing users
3. Non-compliance to legislation
4. Safety competencies

Emergent Opportunities

1. Embedding the IMS
2. Safety competence improvement
3. Wider industry engagement for shared risks



How we will get to the future

Do what matters:

Helping regions to drive safety excellence, ensuring our safety strategy is aligned with our strategic business plans, delivered by having the right competencies and capabilities as well as the right split of clear and easily understood accountabilities and processes. Enabled by developing our functional culture of collaboration with shared objectives and targets across the organisation we will:

- Continue to successfully deliver Health, Safety & Environment Delivery Plan projects
- Continue to deliver localised HSE initiatives in line with devolution
- Ensure all our standards, policies and procedures are simplified, relevant, up to date and in line with health and safety legislation
- Drive a culture of effective collaboration and challenge where learning and innovative thinking is the norm.
- Establish the 'Return on Investment' to drive forward full deployment of safety projects and programmes across the business
- Continually review and refine our asset management strategies, with particular emphasis on earthworks
- Utilise the Health & Safety Management System to improve safety performance in all areas of the business
- Use LEAN principles
- Develop and use the pre-cursor indicator model and leading indicators to gauge and assess our progress.



Plan of activities (8-year horizon)

Deliver activities according to strategic business plan including:

- Protecting our track workers through modern technology and the Workforce Safety Task Force initiatives.
- Look after our workforce through fatigue and manual handling improvement programmes.
- Changing public behaviour to reduce trespass.
- Reducing level crossing risk so far as is reasonably practicable by focusing on the four key areas of: risk management; technology and innovation; competence management; and continued education & enforcement.
- Reduced train accident risk through improved asset management, targeting our management of earthworks and their condition as well as the development and introduction of new technology including but not limited to intelligent infrastructure.
- Improving leadership and driving cultural change through training and awareness programmes.
- Defining safety competence requirements and ensuring capabilities are in the right place across the organisation to deliver the improvements.

Drive continued improvement through:

- Adopting an 'injury-free' philosophy and culture.
- Improving our safety assurance activities aligned with Governance, Risk, Assurance, Improvement (GRAI) principals.
- Effective and timely investigation and learning from events, both good and bad.
- Easy to understand contracts and effective contractor management.
- The use of intelligent assurance in the effective contractor management.
- Optimisation of safety processes by following LEAN principles inside the Integrated Management System (IMS).
- Prioritising new projects, by undertaking relevant risk impact assessment using the 'project hopper' process into the Health, Safety & Environment Delivery Plan.
- Undertaking necessary research and 'pilot' programmes to evidence the need for change and innovation.
- Making the necessary improvements to physical environments.
- Providing support and technical authority oversight to ensure all regions and supporting functions deliver against improvement plans.
- Align and maintain communications to ensure the consistent high focus on safety.

Material changes in this version

Alignment with PPF organisation, and Network Rail's vision and strategic themes.

Continuous improvement

Yearly management review by QHSE Integration Review Group
 Output of the review provided to National Safety Strategy Committee
 Level 0, 1 and 2 Enterprise Risk Register (ERR)
 Pro-active Level 2 assurance activities
 Improved management of recommendations
 Maintaining authorisation of the HSMS

Related documents

SHEP report
 Network Rail HSE Strategies

