NetworkRail

Our Wales and Western Safety Strategy

everyone
home safe
every day

Hello everyone,

In this message I'd like to share with you my thoughts on our safety strategy which underpins our key priority – getting everyone home safe every day.

Our safety strategy describes my vision for how I want us to move forward in CP7, and there are several things I'd like us all to reflect on.

I recently attended meetings associated with the pending court proceedings for Margam, and the license breach enforcement interventions we are potentially facing with the ORR. These have been incredibly time consuming and have resulted (quite rightly) in these items taking my focus. My approach has been to really spend time listening and reflecting on what all parties are saying, and critically deciding how best we assemble our energies by being clear on our priorities and how we will achieve them. My approach to safety, which I want to finish refining in terms of the 'how' revolves around the following thoughts which I felt useful to share.

Rob Cairns,
Regional Managing Director

Our approach to safety
I am massively passionate about how we think about and approach safety. For me, doing the right thing when no-one else is looking encapsulates what a strong safety culture looks like, and whilst a healthy and safe workforce can be justified by it making good business sense, our motivation should be far more reaching as we are inspired to do the right thing, as decent human beings. There are so many things that come and go, but safety and welfare is not one.

A l**ocal focus**
People naturally do things with local rationality according to their role and part of the region that makes sense to them, given what they have been asked to do and the means by which they are asked to do it

- understanding of the situation and focus of attention at that time. The reality is it's me and my team who are asking our people to do these things, and we need to own the situation for understanding the constraints that could cause people to become unsafe.

Decision making
People are applying trade-offs to cope with the complexity of the system from their point of view and trying to understand how they regard system conditions. This means we need a framework for how trade-off decisions are made and recorded.

Looking forward to our safety strategy
There are things I want from our safety strategy which I'd like us to develop a little further; setting out what we want to do to promote a healthy and safe workforce, and describing what we will do and the areas we will prioritise. By protecting our workforce and suppliers from harm to their health caused by their work, at a time of increasing pressure on the system, for me, our approach are the things we do in terms of the areas where we give repeat focus.

- Trust – by being clear on our intent & never being overly bureaucratic or avoiding plain speaking

- Doing the right thing – even when no one is looking & understanding our people, and their constraints (their motives, drivers and difficulties)

I'm clear on the priorities I want to see delivered upon, but want to capture in more detail exactly what and how we will achieve them.

My areas of focus
These are the areas I consider to be directly in the scope of our strategy. I regard the distinction between system safety and workforce safety unhelpful, not because they don't possess different features – but it can begin to lead to organisational separation which can in turn begin to work against several areas I see as vital.

· Behaviours towards women (& work-related violence)
· Asset Integrity Controls (our gaining asset, and the approach to managing risks)
· Workforce Safety &wellbeing.
· Violence from public behaviour
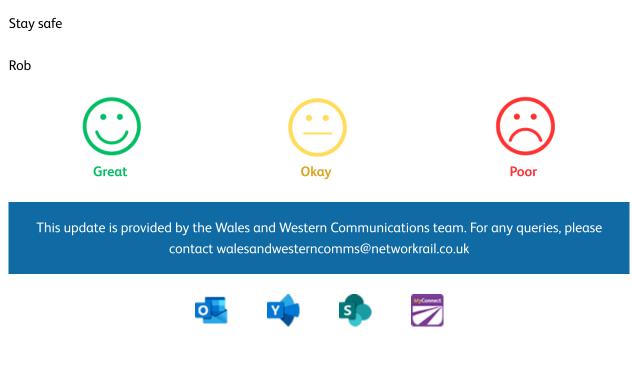· Station Operations, Train Operations

Using our Regional & Route Structure & Assurance to Drive Safety Outcomes
 I'm clear on the priorities I want to see delivered through how we assure and govern our activity but want to capture in more detail exactly what and how we will achieve them.

The clear definition of roles and responsibilities around safety is one of the most important facets in our toolbox. These roles and responsibilities can range from basic definitions under the Health & Safety at Work Act for employee and employer, all the way through to the allocation of duty holders under the Construction & Design Management Regulations, (CDM) which include the allocation of decision makers for clienting duties, principal designers and also principle contractors. In a similar vein, underneath the legislation sits our organisation structure and the way in which we assign key responsibilities to ensure safety duties are covered adequately. This would comprise allocation of key safety post holders, whom

ensure that safety tasks are assigned adequately. Something which underpins the above, is making sure people are adequately trained to fulfil those duties, have the time and space to discharge them. Not all of our outcomes, and approaches result in these areas being consistently achieved in the way we should expect, and its for that reason I am insisting on our strategy being further developed before we release it.

I hope you found this update interesting, please do let me have your feedback and feel free to reach out with your questions around any aspect of safety.

Stay safe

Rob

Great	Okay	Poor

This update is provided by the Wales and Western Communications team. For any queries, please contact walesandwesterncomms@networkrail.co.uk