



# Workforce Safety Improvement Plans



For Health & Safety Managers and Directors at Network Rail

Our vision is to get everyone home safe every day. Our health and safety management system is structured to promote continuous improvement and reduce workforce safety risk to achieve the vision. This guide is structured around HSG65.

**Workforce Safety Improvement Plans (WSIPs)** are part Network Rail's commitment in the CP7 strategic business plan, and this guide provides guidance to support route and regions to lead material improvements.



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# What to do



## SFAIRP

Please review the **SFAIRP Assessment Guide**, which provides us with a structured approach to making and documenting safety investment decisions, ensuring that proposals are assessed against legal requirements, cost-benefit analysis and wider business considerations.

This helps us demonstrate that risks to workforce safety have been reduced so far as is reasonably practicable, supporting robust, evidence-based improvement plans that comply with legislation and best practice.

## Strategic foundations – PLAN

### Strategic planning actions

- **Consider risk profile**, such as safety data insights, including assurance and risk intelligence
- **Consider our strategic business plans and the National Safety Framework**

Our National Safety Framework focuses on high-priority risk areas identified across Network Rail. These include:

  - Respiratory carcinogen exposure
  - High hazard activities
  - Electrical safety
  - Site transport management
  - Plant and machinery safety
  - Occupational driving risks.
- **Apply HSG65 'Plan' principles:**
  - Define objectives, responsibilities, and performance indicators.
- Incorporate legal obligations and emergency planning.
- Use both leading and lagging indicators for performance measurement.
- **System risk consideration:** Reducing risks in one area shouldn't lead to risk levels being increased elsewhere. Confirm that safety interventions do not inadvertently introduce new risks or compromise system integrity.
- **Cost-benefit analysis:** Incorporate cost-benefit analysis to confirm safety initiatives are proportionate to the actual risk. Consider available resources for implementation and be realistic about what can be achieved.



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# What to do



## Operational delivery – DO

### Implementation essentials

- **Risk profiling:**
  - Identify hazards, affected groups and control measures
  - Prioritise based on severity and likelihood.
- **Organise for delivery:**
  - Allocate competent resources and define clear roles
  - Engage stakeholders early and continuously.
- **Implement controls:**
  - Apply proportionate risk control systems (e.g. permit-to-work for high-hazard activities)
  - Maintain equipment and confirm Safe Systems of Work
  - Deliver targeted training and supervision.

### Documentation guidance

- Keep records functional and concise
- Focus on effectiveness, not volume
- Maintain legal documentation (e.g. risk assessments under MHSWR and COSHH).

### Human factors and culture

- Address behavioural influences and safety culture
- Recognise and reinforce safe behaviours
- Use forums and committees to sustain engagement.



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# What to do



## Performance assurance – CHECK

### Monitoring and Assurance

- **Investigate incidents:**
  - Focus on root causes and systemic failures
  - Use findings to inform future planning.
- **Audit and review:**
  - Conduct formal audits where appropriate
  - Use RM3 to assess maturity and effectiveness.
- **Measure performance:**
  - Use active (e.g. inspections, health surveillance) and reactive (e.g. incident data) methods
  - Confirm monitoring is timely and reported to decision-makers.

### Assurance mechanisms

- Define how performance will be assured
- Confirm findings are acted upon and communicated
- Include stakeholder feedback and independent review.

### Reflective questions

- Are risks being controlled effectively?
- Are assurance mechanisms robust?
- What trends are emerging from incident data?



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# Resources



## Continuous Improvement – ACT

### Review and learn

- **Review performance:**
  - Validate whether arrangements remain effective
  - Identify areas for improvement and update plans accordingly.
- **Learn from experience:**
  - Use internal and external data (e.g. Wales and Western audit findings)
  - Benchmark against similar organisations.
- **Share lessons:**
  - Disseminate findings across TA and other regions
  - Promote transparency and cross-functional learning.

### Competence and capability

- Address training needs identified through reviews
- Use specialist advice where risks are complex
- Confirm reviewers and investigators are trained and experienced.

## Resources and support

[Network Rail's Strategic Delivery Plan \(CP7\)](#)

[Network Rail's Safety Framework SharePoint](#)

[RM3 toolkit](#)

[HSG65 guidance document](#)

[Health and Safety Management System – HSMS](#)



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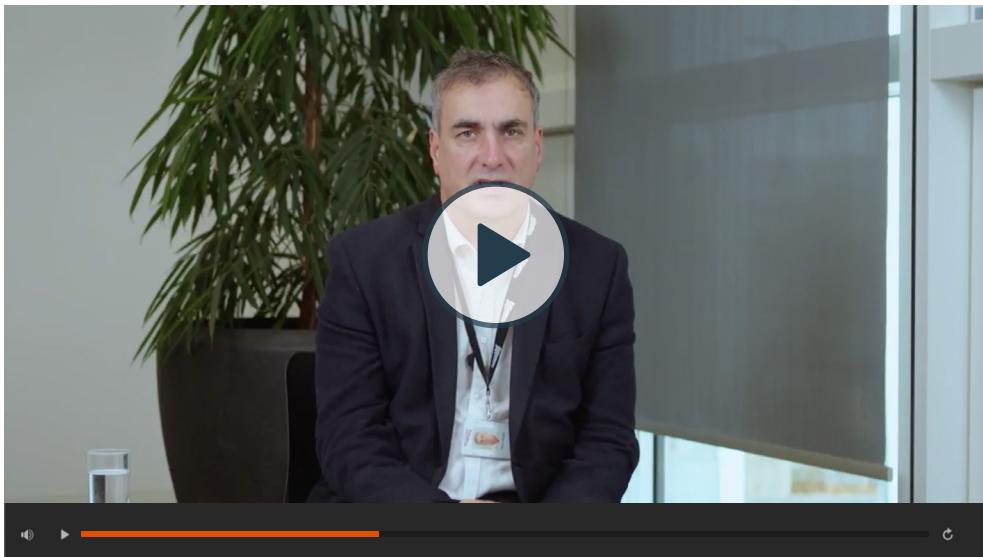
# Video



## Workforce Safety Improvement Plans

In this video, Simon Morgan, Head of Corporate Safety, describes how strong leadership and effective planning, following the Plan, Do, Check, Act cycle, made the railway safer by eliminating high-risk practices. Simon emphasises that leadership and culture are crucial for success, sharing how moving away from Unassisted Lookout Working after a 2012 fatality greatly improved safety and reduced train strike incidents.

Select the play button below for an overview.



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