



INTERNATIONAL UNION  
OF RAILWAYS

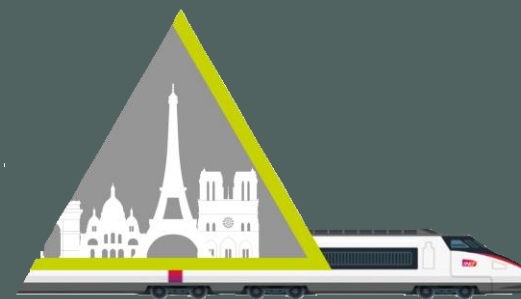
*unity, solidarity, universality*

# Improvement of health and safety performance by better management of contractors

UIC Contractor Health & Safety Taskforce

Roan Willmore, Network Rail, UK

Maria Hedqvist, Trafikverket, Sweden



INTERNATIONAL  
**RAILWAY SAFETY COUNCIL**

# Background

- > Who is the document for?
- > What is the context?
- > Who will find this useful?



# Scope of the guidance

## > The guidance is intended to be

A tool to aid health and safety legal compliance

Applicable to contractual relationships within the rail industry

Based on general principles

A 'signpost' document to good practices



# Contract Management – 6 Stage Model



# Approach to the guidance

## > Each stage has the following sections:

a description of the stage

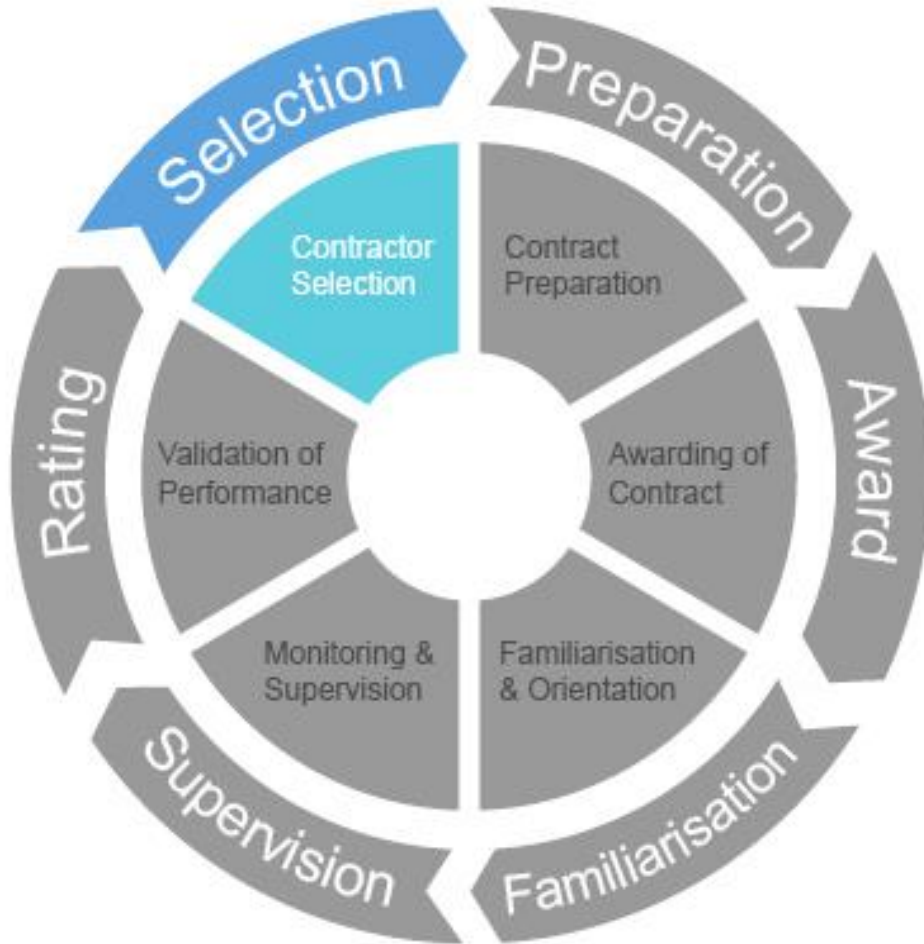
why it is important

key principles for the rail industry to adopt

good practice concepts, examples and links to where to find out more



# Stage 1 – Contractor Selection



## **This stage considers:**

which contractors to do business with.

## **It is important because:**

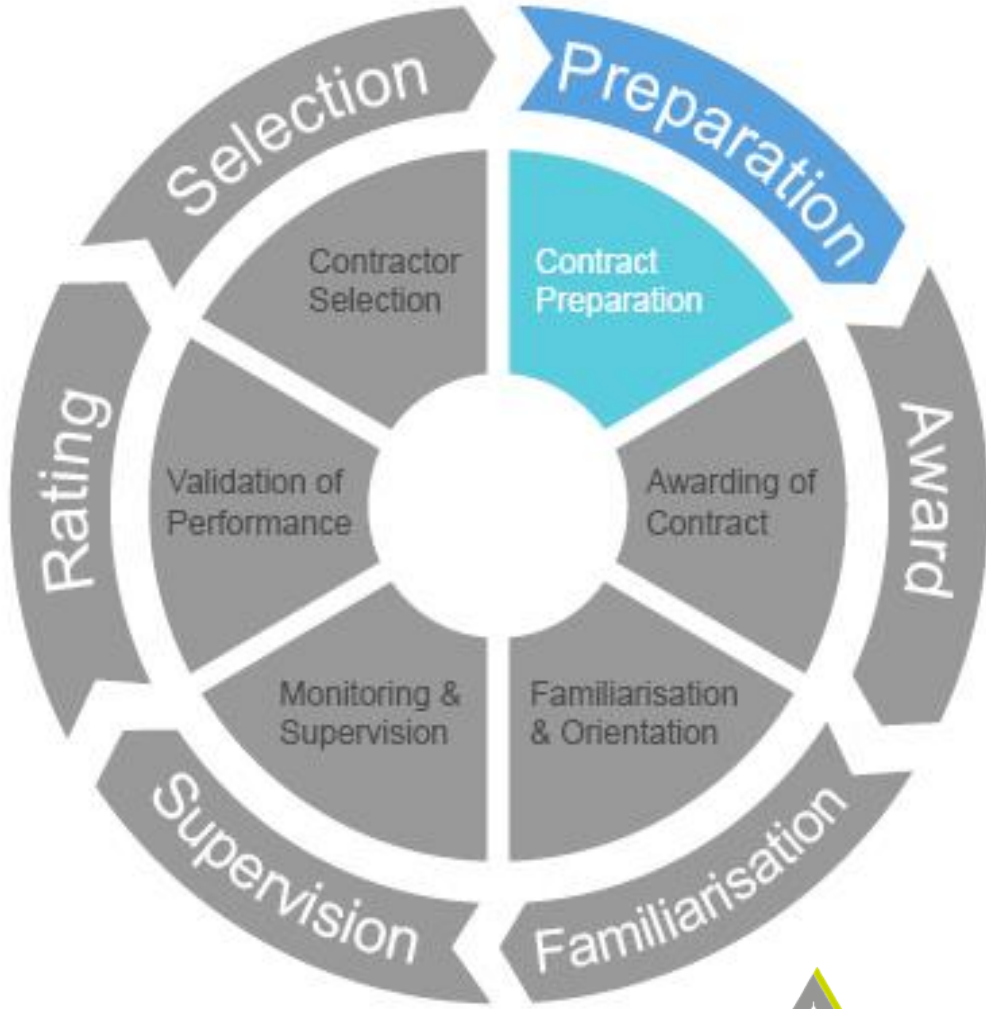
selecting the right contractor is the key to ensuring the health and safety performance opportunity is maximised.

## **A key principle:**

having a methodology/process in place for testing potential contractors.



# Stage 2 - Contract Preparation



## At this stage:

teams prepare details of the work; health and safety information is passed onto bidders.

## It is important because:

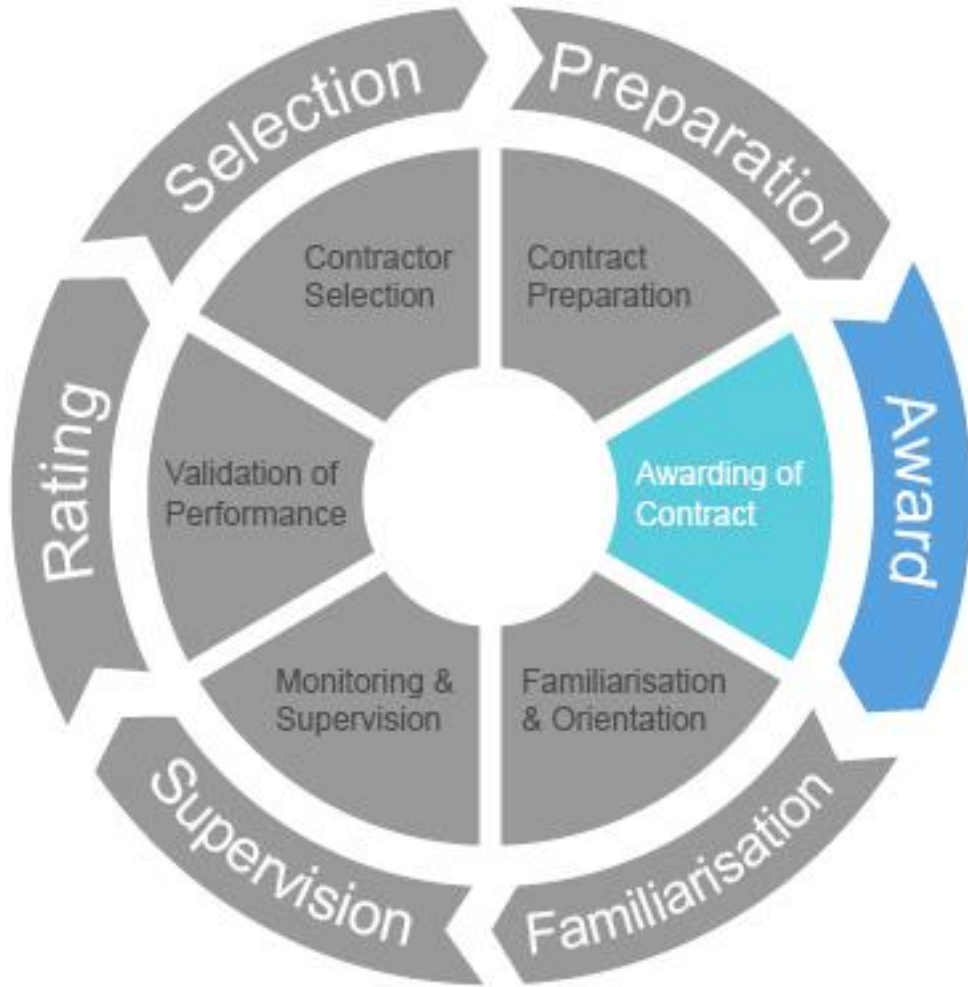
expectations for health and safety management are set out which is essential to enable the best possible outcomes.

## A key principle:

staff preparing the contracts having (or having access to) health and safety expertise to ensure that the health and safety requirements are fit for purpose.



# Stage 3 – Contract Award



## **This stage considers:**

who will be the successful contractor.

## **It is important because:**

you want to award the contract to the contractor that best fits your requirements, who has understood your expectations and can deliver against these.

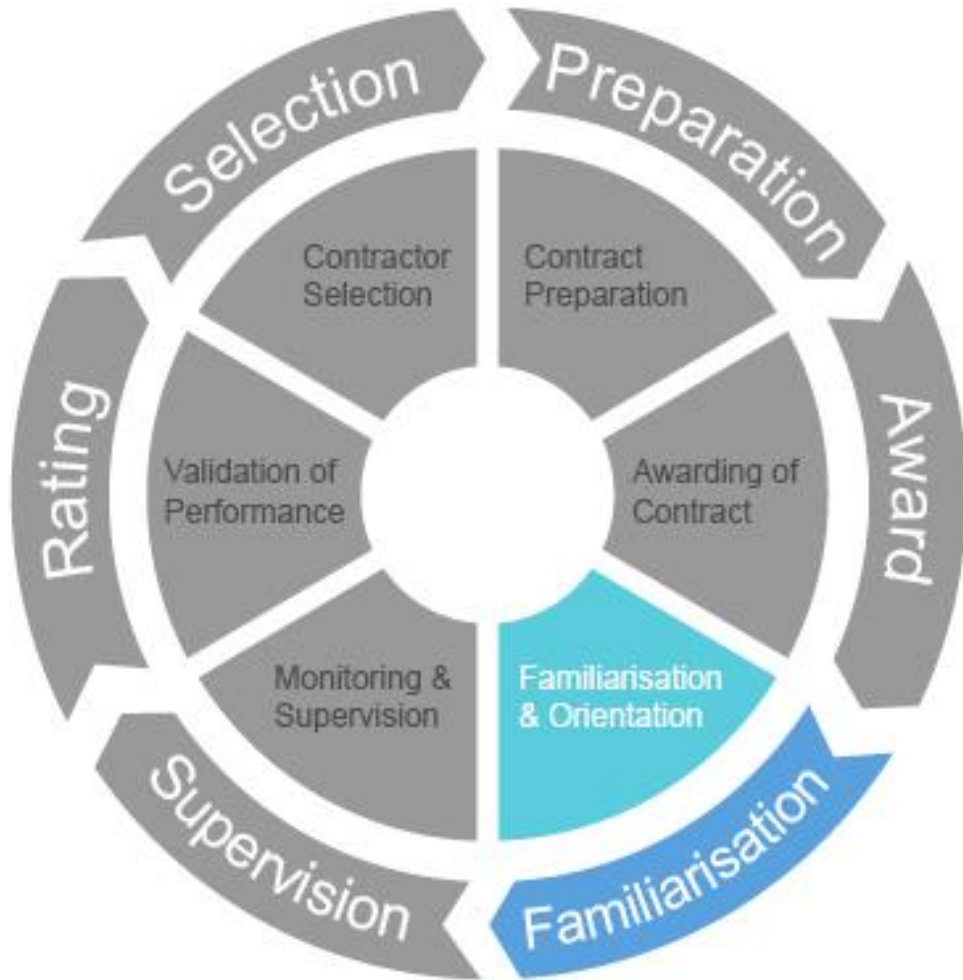
## **A key principle:**

scoring health and safety criteria so this element contributes to the final contract award in the same way that price and quality do.





# Stage 4 - Familiarisation



## At this stage:

engaging with the successful contractor to build a shared commitment and enabling them to familiarise themselves more thoroughly with the work, your organisation, and the environment they will be working in.

## It is important because:

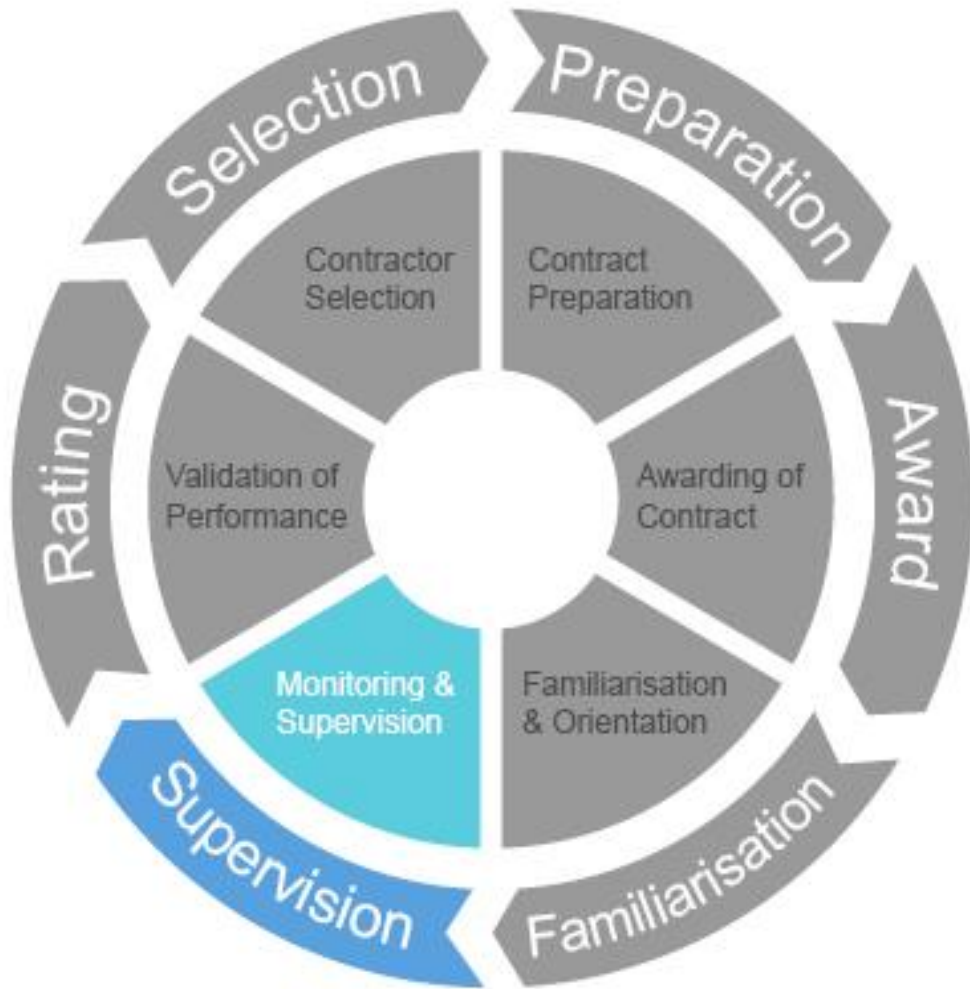
it allows for a greater level of detailed transfer of information to the contractor that will enable them to better manage health and safety risks in the context of the physical and cultural environment.

## A key principle:

being assured that sub-contractors have received and understood all requirements relevant to them.



# Stage 5 - Supervision



## During this stage:

the contractor will be supervised: monitoring delivery of health and safety performance and information in line with agreed expectations and continuous improvement.

## It is important because:

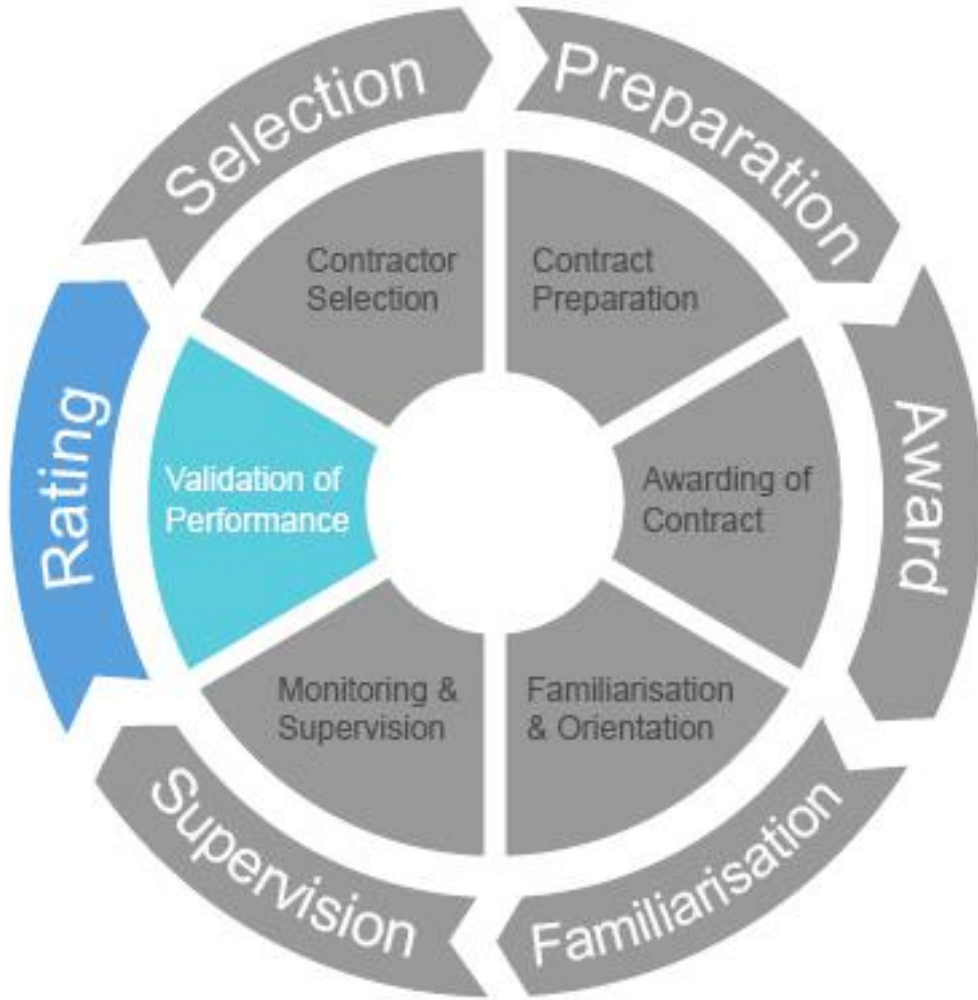
monitoring and receiving assurance on health and safety provides confidence in performance, the ability to assist/take action if performance issues arise.

## A key principle:

monitoring being undertaken at 3 key levels: on-site, against health and safety standards, and against the contract criteria.



# Stage 6 - Rating



## **This stage considers:**

an assessment of the overall health and safety performance of the contractor upon contract completion.

## **It is important because:**

forming an opinion about the overall health and safety performance of the contractor will enable a view both of them and of the suitability of the requirements set out in the contract.

## **A key principle:**

contractors should be rated/evaluated periodically and at the end of the contract.



# Summary

**> Achieving excellent health and safety performance is a challenge for the rail industry. This can be achieved by:**

improving how we select the contractors that we work with (stage 1)

preparing contracts with clear and robust requirements for health and safety, including considering how to incentivise good performance and manage poor performance (stage 2)

ensuring we only engage with those contractors that can deliver our requirements (stage 3) and work with them to ensure they are fully aware of the railway environment, the health and safety risks and requirements (stage 4) and

supervising, monitoring and measuring the health and safety performance of contractors (stages 5 and 6).



# Summary

## > Leadership and culture

Leadership and cultural maturity of organisations contractually engaged with each other is a critical aspect to both the contracts success and to the health and safety performance levels achieved.

The right leadership and culture is imperative to improving health and safety performance (internal and with contractors).

## > Engagement

Improving how we engage with contractors will help us in setting ourselves up for success in health and safety performance



# Contributors

Name	Rail Entity	Country
Inge Laureweys	Infrabel	Belgium
Gerard Bancel	SNCF	France
Riccardo Trillini	Trenitalia	Italy
Kay Doyle	Irish Rail	Ireland
Maria Hedqvist	Trafikverket	Sweden
Ian Moreton	RSSB	UK
Roan Willmore	Network Rail	UK

Thanks to: Colin Clifton, Govia, UK and Jan Vittek ZSR Slovakia



**Thank you  
for listening!**

