



IRSC 2022

INTERNATIONAL RAILWAY
SAFETY COUNCIL

SEVILLA, OCTOBER 16-21, 2022



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Creating an organisation where it is inevitable that everyone goes home safe everyday



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Overview

What is Network Rail Eastern Region?

An overview of NR Eastern Region

What is our challenge?

How do you make it inevitable that everyone goes home safe everyday?

How we are tackling the challenge?

How do you make it inevitable that everyone goes home safe everyday?

Where are we on our journey?

Are we doing what we said we need to do?

Is it making a difference?

What is Network Rail Eastern Region?



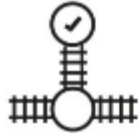
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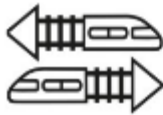
Eastern Region



9,500+
brilliant employees



6,042
miles
of track



7,500
passenger services
every day



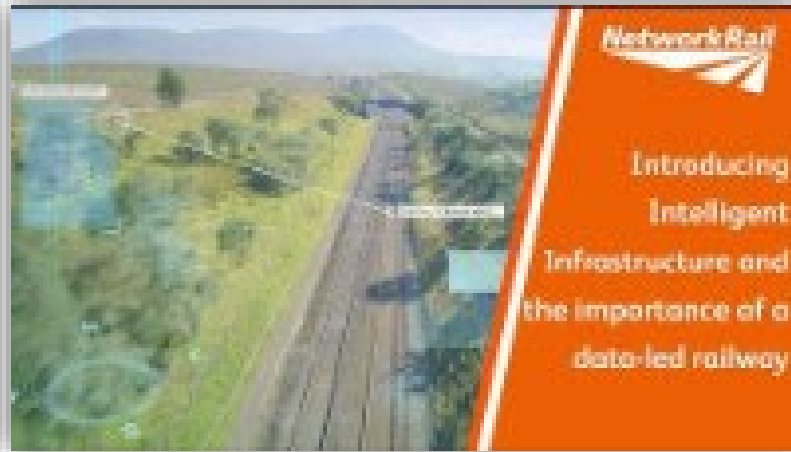
1,057,462
tonnes of freight
moved each week



More than
1 billion
passenger journeys
each year



Eastern Region



What is the challenge?



~~Chimney~~ ~~didn't get~~
home

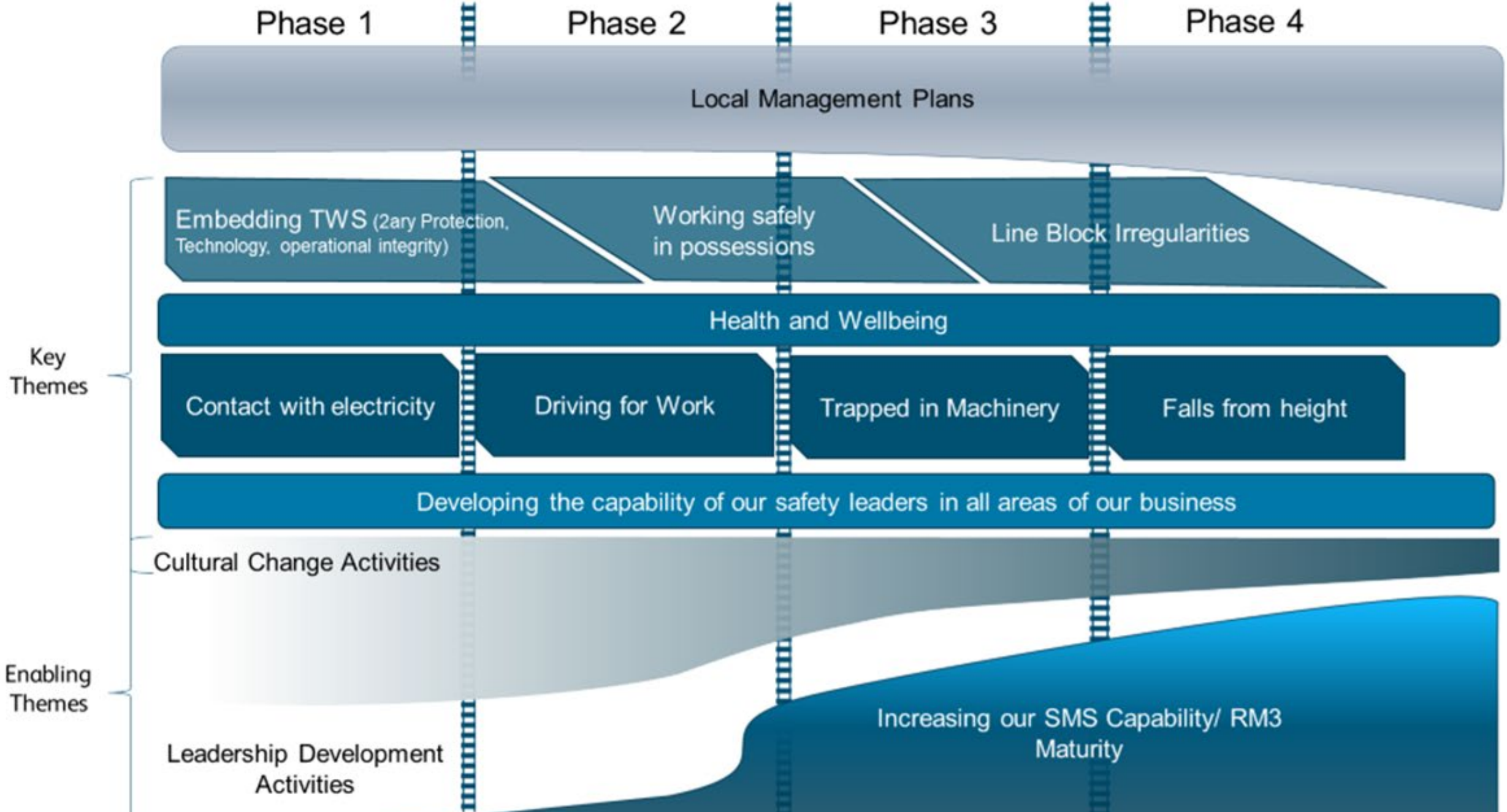
Make it "Inevitable"

How are we responding?

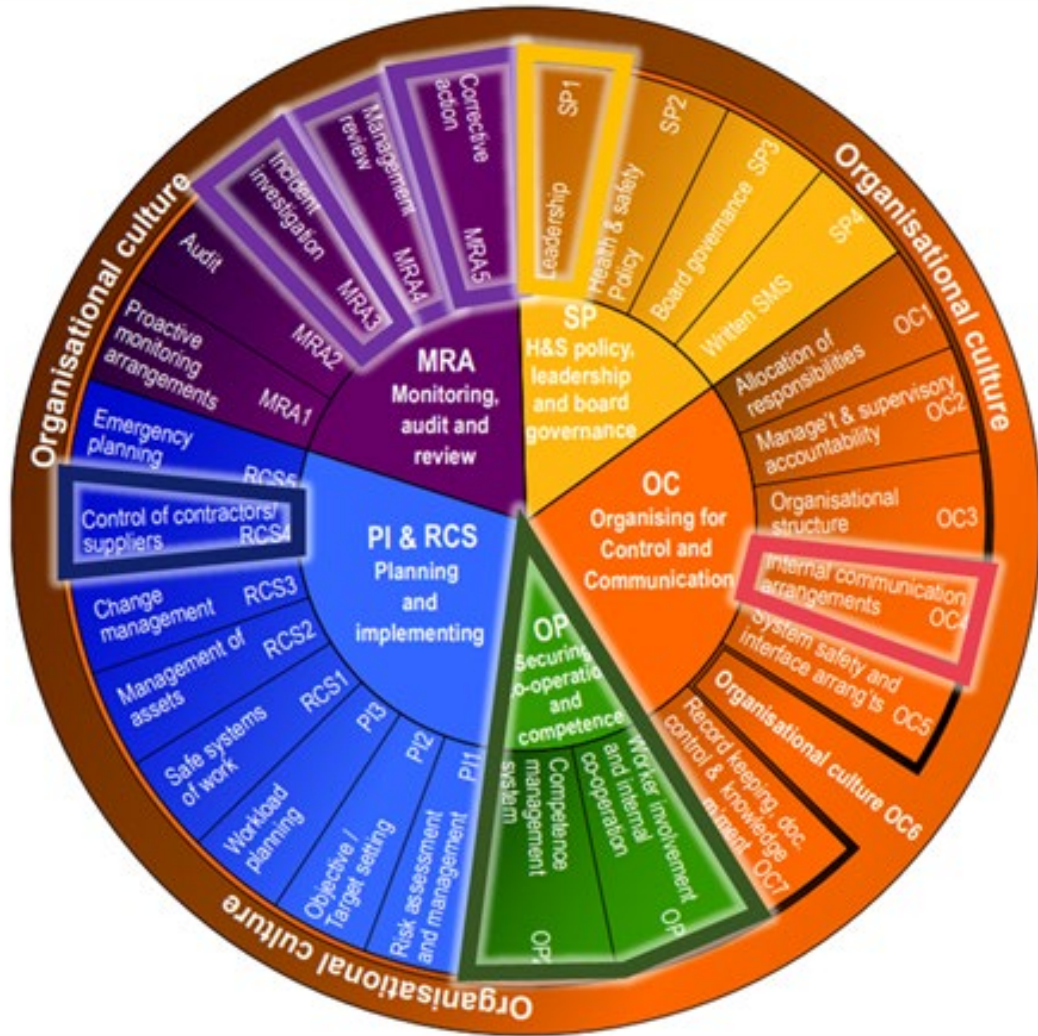


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Element	Sub-element	ORR	Anglia	N&E	TRU	EC	CD	EM	RM3 Assessed	Eastern Average	ORR vs Eastern
Policy, Governance and Leadership	Leadership - SP1	4	3	2	3	3	3	3	2	2.83	1.17
	Safety Policy - SP2	3	3	2	2	2	2	2	2	2.17	0.83
	Board Governance - SP3	3	3	2	3	2	2	3	2	2.50	0.50
	Written Safety Management System - SP4	3	3	3	3	2	2	2	2	2.50	0.50
Organising for Control and Communication	Allocation of responsibilities - OC1	3	2	2	2	2	2	2	2	2.00	1.00
	Management and supervisory accountability - OC2	3	2	2	3	2	2	2	2	2.17	0.83
	Organisational structure (management cascade etc) - OC3	3	3	2	2	2	2	2	2	2.17	0.83
	Communication arrangements - OC4	2	2	2	3	3	2	2	2	2.33	-0.33
	System safety and interface arrangements - OC5	3	3	2	3	3	2	2	2	2.50	0.50
	Culture management - OC6	3	2	2	3	2		2	2	2.20	0.80
	Record keeping - OC7	3	2	2	3	3	2	3	2	2.50	0.50
Securing Cooperation, Competence and Development of Employees at All Levels	Worker involvement and internal cooperation - OP1	3	3	2	2	3	2	2	2	2.33	0.67
	Competence management system - OP2	3	2	2	2	3	1	2	2	2.00	1.00
Planning and Implementing Risk Controls through Coordinated Management Arrangements	Risk assessment and management - PI1	3	2	2	3	2	2	2	2	2.17	0.83
	Objective/Target Setting - PI2	3	3	2	3	3	1	2	2	2.33	0.67
	Workload planning - PI3	2	2	2	3	3	1	2	2	2.17	-0.17
	Safe systems of work including safety critical work - RCS1	2	2	2	3	3	2	3	2	2.50	-0.50
	Asset management (including safe design of plant) - RCS2	3	3	2	3	3	2	3	2	2.67	0.33
	Change management (process, engineering, organisational) - RCS3		3	2	3	2	1	2	2	2.17	
	Control of contractors - RCS4	2	2	2	3	2	2	2	2	2.17	-0.17
Emergency Planning - RCS5		3	2	2	4	2	3	2	2.67		
Monitoring, Audit and Review	Proactive monitoring arrangements - MRA1	3	2	2	2	3	2	3	2	2.33	0.67
	Audit - MRA2		3	3	3	3	1	2	2	2.50	
	Incident investigation and management - MRA3	2	2	3	2	3	2	3	2	2.50	-0.50
	Review at appropriate levels - MRA4		2	2	2	3	1	2	2	2.00	
	Corrective Action / Change management - MRA5	3	3	2	3	2	1	2	2	2.17	0.83



Affective Leadership (SP1) Leaders at all levels of our organisation are consistently good at inspiring safe attitudes to delivering the business, safely and efficiently. They are authentic and create a safe environment where concerns and ideas for improvement are listened to and acted on.

Managed				
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Making sure the safety message is clear (OC4). We need to make it easy to talk about health and safety. When sharing safety information it is key that the right people get the right info at the right time in the right way.

Managed				
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Engaging and developing our people (OP1 & OP2) - Making sure we have the people with the right skills and knowledge to confidently deliver safety in their area of influence. And making sure that they are actively involved in continually improving safety and health.

Managed				
Managed				

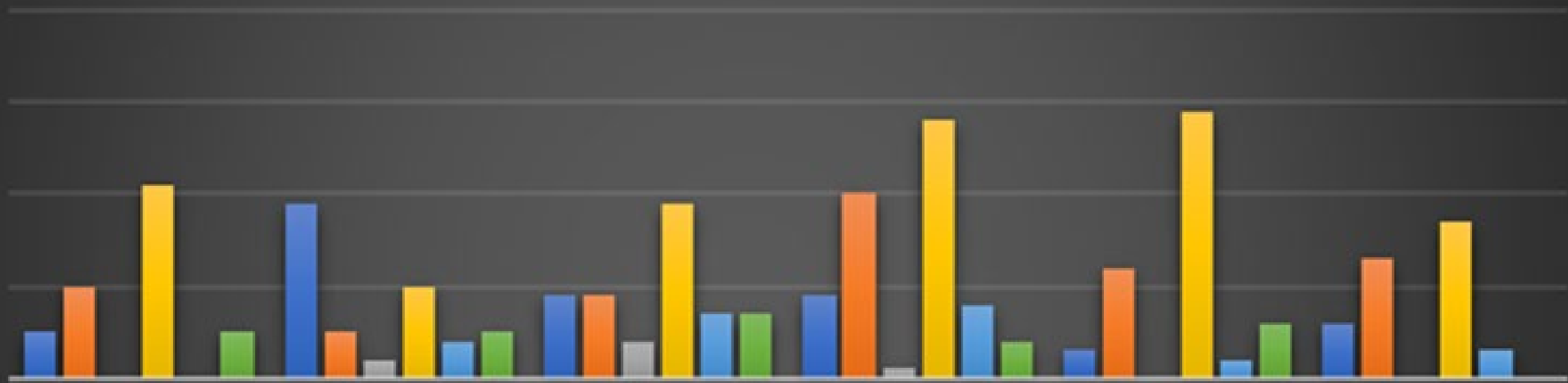
Being a good client (RCS4) – We work with the supply chain to deliver the best standards of health and safety and make it easy for others to adopt them. Open, honest conversation is key with contracts used to make it easy to do this.

Managed				
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Becoming a Learning Organisation (MRA3-5) - Taking the learning from our accidents, incidents and recommendations and using this to drive change that improves the business in a way that sticks.

Managed				
Managed				
Managed				

“ Diagnose, Prescribe, Deliver ”



North & East East Coast East Midlands Anglia TRU Capital Delivery

- Track Worker Safety
- Workplace & Environment
- Manual Handling Slips, Trips & Falls
- Leadership & Culture
- Capability
- Health & Wellbeing



North & East

Total number of activities P1-4		136	
	Number	%	
Planned / Completed	108	79.4%	
At risk of missing target	20	14.7%	
Will miss target	8	5.8%	

East Midlands

Total number of activities for P1-4		61	
	Number	Percentage	
Planned / Completed	56	91.8%	
At risk of missing target	1	1.6%	
Will miss target	4	6.5%	

East Coast

Total number of activities for P1-4		208	
	Number	Percentage	
Planned / Completed	207	99.5%	
At risk of missing target	0	0.0%	
Will miss target	1	0.5%	

Anglia

Total number activities for P1-4		145	
	Number	Percentage	
Planned / Completed	140	97.3%	
At risk of missing target	4	2.7%	
Will miss target	0	0.0%	

Capital Delivery

Total number activities for P1-4		23	
	Number	Percentage	
Planned / Completed	22	95.6%	
At risk of missing target	0	0%	
Will miss target	1	4.3%	

TRU

Total number activities for P1-4		39	
	Number	Percentage	
Planned / Completed	39	100.0%	
At risk of missing target	0	0.0%	
Will miss target	0	0.0%	

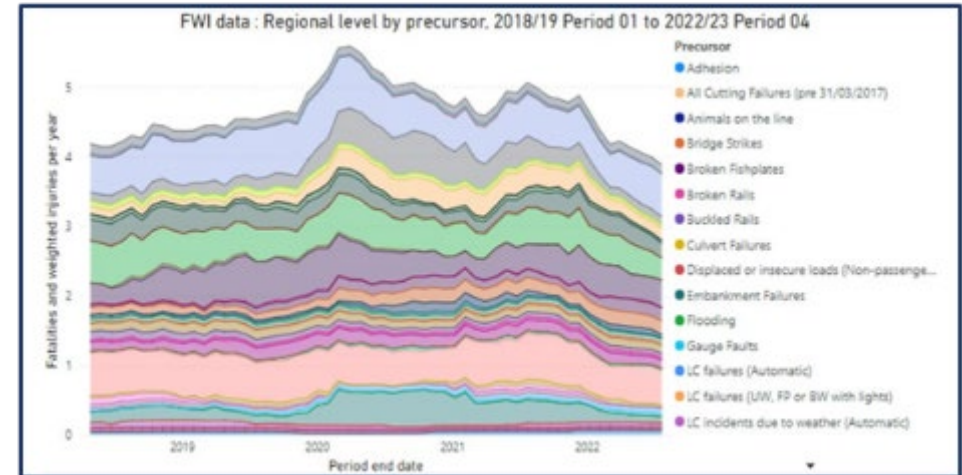
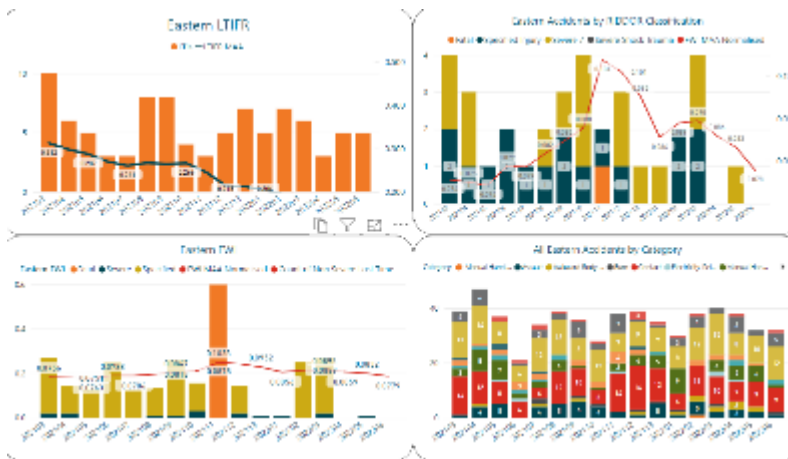
“ Diagnose, Prescribe, Deliver ”

Is it working?



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North & East		East Midlands		East Coast	
Total number of activities P1-4		Total number of activities for P1-4		Total number of activities for P1-4	
Number	%	Number	Percentage	Number	Percentage
Planned / Completed	108 79.4%	Planned / Completed	56 91.8%	Planned / Completed	207 99.5%
At risk of missing target	20 14.7%	At risk of missing target	1 1.6%	At risk of missing target	0 0.0%
Will miss target	8 5.8%	Will miss target	4 6.5%	Will miss target	1 0.5%

Anglia		Capitol Delivery		TRU	
Total number activities for P1-4		Total number activities for P1-4		Total number activities for P1-4	
Number	Percentage	Number	Percentage	Number	Percentage
Planned / Completed	140 97.3%	Planned / Completed	22 95.6%	Planned / Completed	39 100.0%
At risk of missing target	4 2.7%	At risk of missing target	0 0%	At risk of missing target	0 0.0%
Will miss target	0 0.0%	Will miss target	1 4.3%	Will miss target	0 0.0%

Just the start



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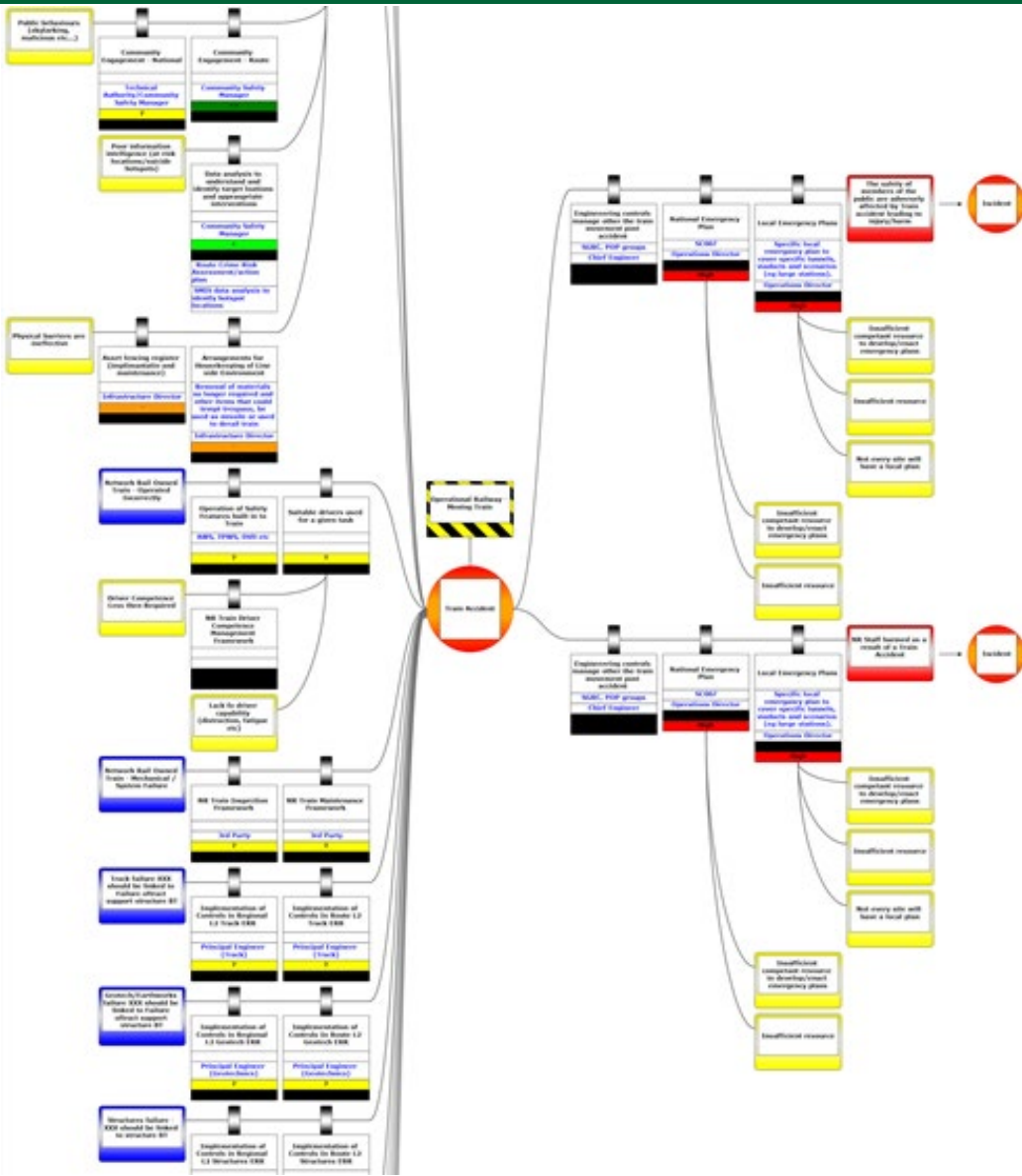


What's next?



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Solutions for Main Line Blockage Tasks



- Net Benefit Ranking**
- High**
 - Shorten the length of long line blockages during the day and extend them at night
 - Avoid blocks over junctions when possible
 - Secondment of signaller into a planning department
 - Medium**
 - Rescope the role and training of the planner
 - Forward plan maintenance schedules to be coordinated with routine cyclic blocks
 - Low**
 - Implement an in-house planner with local experience that can work with signallers on site

- Solutions for Organisational learning and support for continued improvement**
 - Capture Signallers' refusal reasons better and ensure feedback is taken into account by planning department
 - Provide more training and management authority for Supervisors
 - Regular briefings and feedback to the signalbox on changes & updates
 - Set up a Communications Review Group between maintenance and Operations
 - Re-design role of the ADPC and clarify responsibilities

Seek and Solve



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