



# 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?



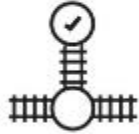
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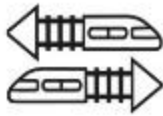
# Eastern Region



**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**
- North West and Central**
- Scotland's Railway**
- Southern**
- Wales and Western**

# Eastern Region



# What is the challenge?





~~China didn't get~~  
home

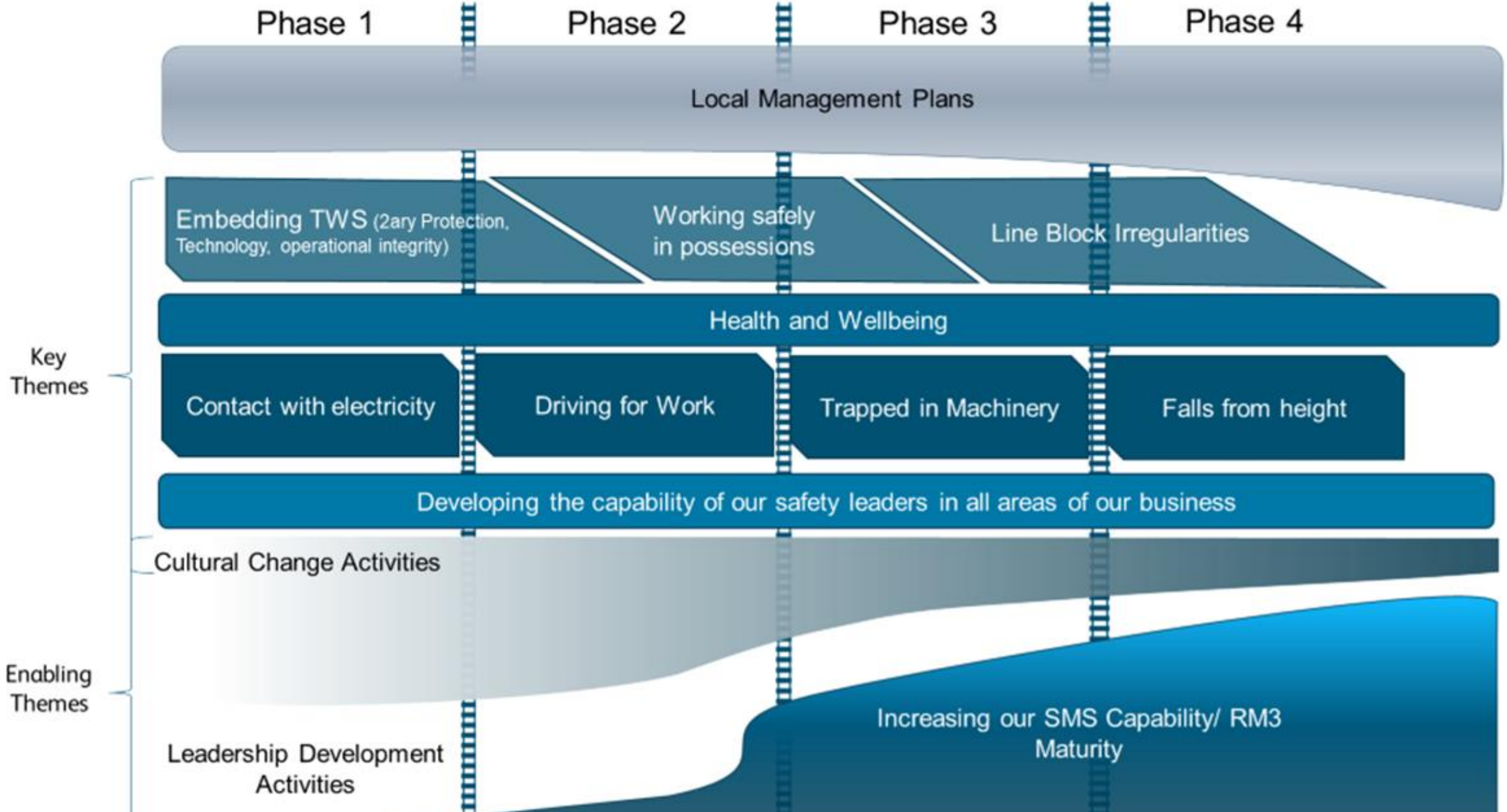
Make it "Inevitable"

How are we responding?

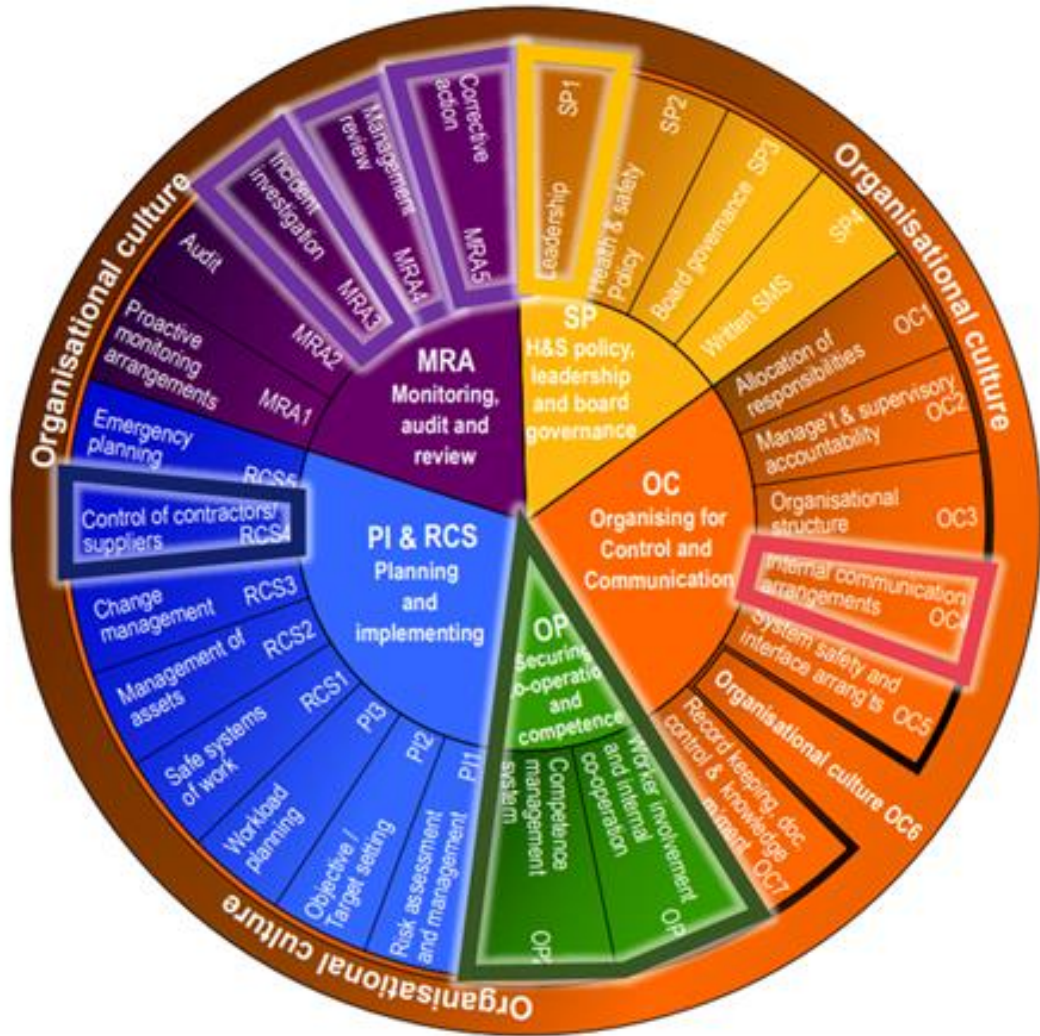


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Element	Sub-element	ORR	Anglia	N&E	TRU	EC	CD	EM	RM3 Assessed	Eastern Average	ORR vs Eastern
Policy, Governance and Leadership	Leadership - SP1	4	3	2	3	3	3	3	2	2.83	1.17
	Safety Policy - SP2	3	3	2	2	2	2	2	2	2.17	0.83
	Board Governance - SP3	3	3	2	3	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			

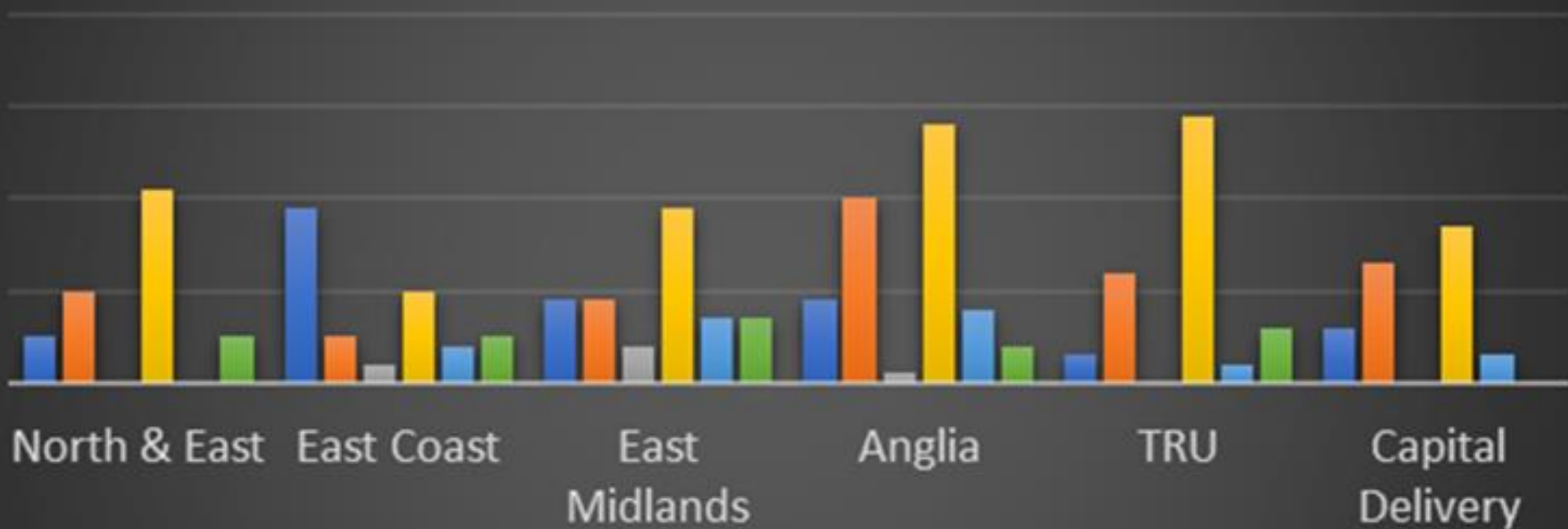
**Being a good client (RCS4)** – We work with the supply chain to deliver the best standards of health and safety and make it easy for others to adopt them. Open, honest conversation is key with contracts used to make it easy to do this.

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”



■ 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%

### 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%

### 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%

### 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%

### 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%

### 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”



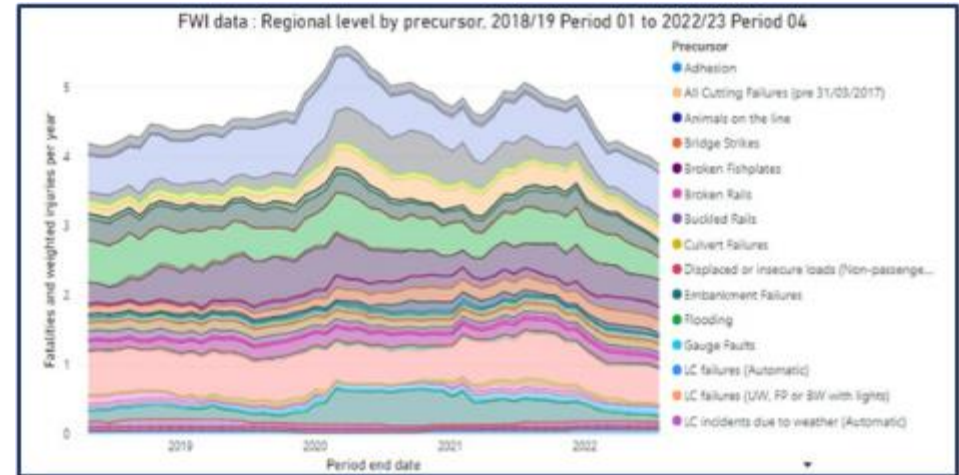
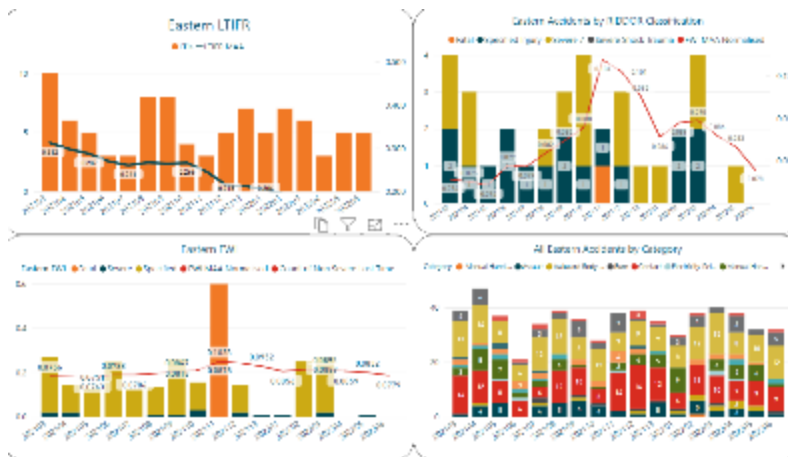
Is it working?



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**North & East**

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%	

Just the start



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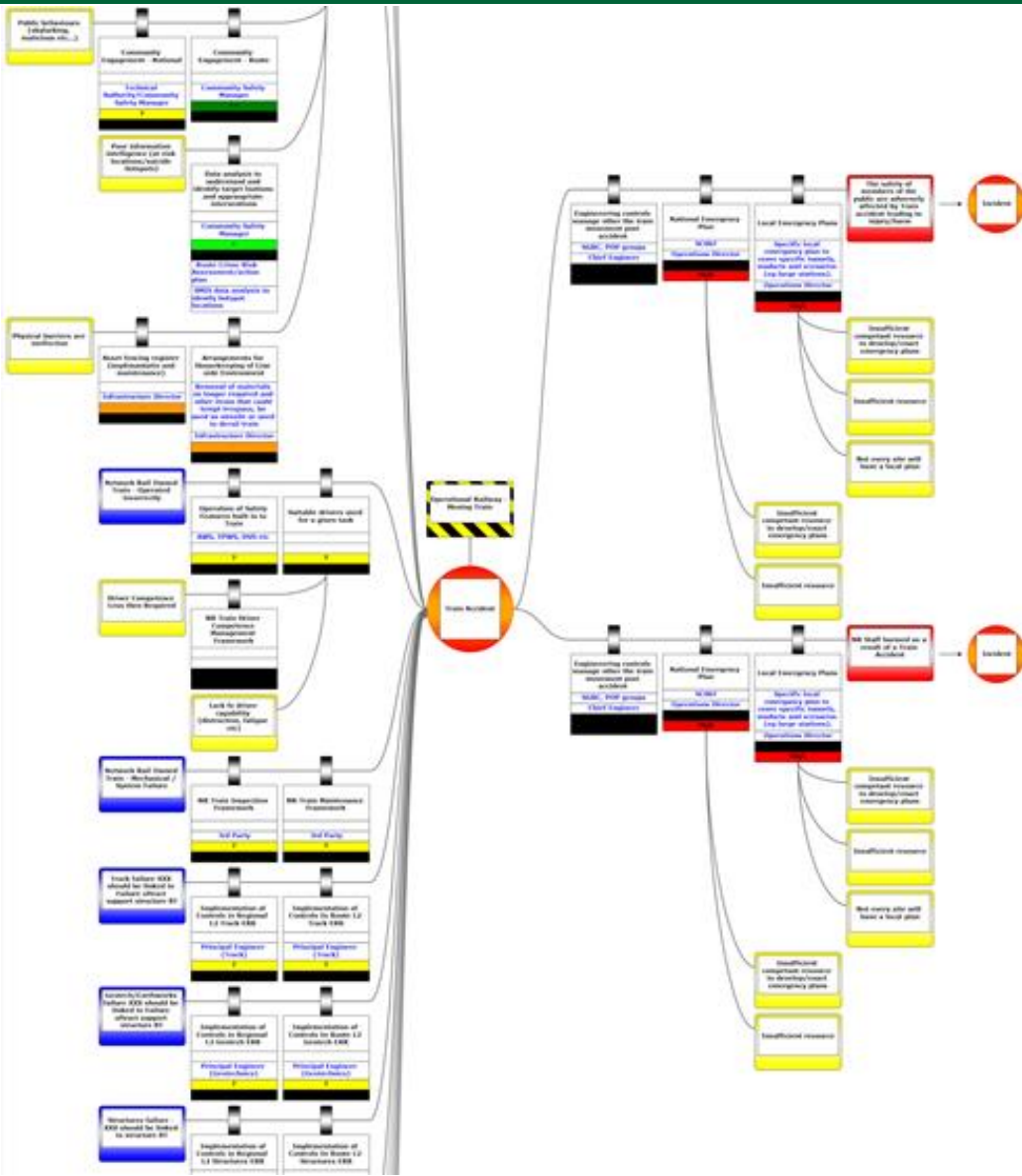


# What's next?

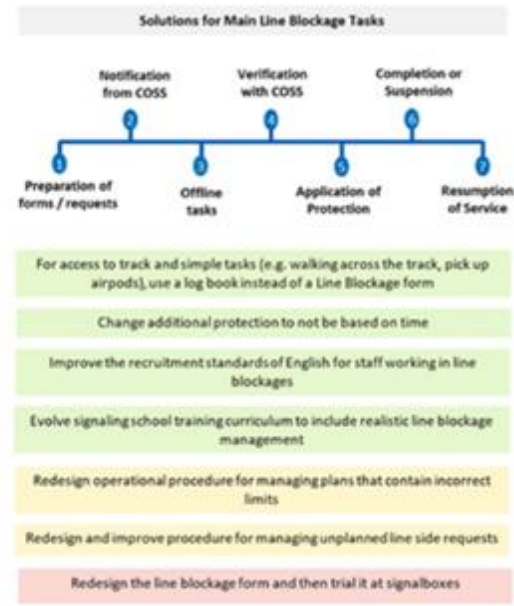


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- Net Benefit Ranking**
- High**
    - Solutions for the planning of Line Blockages
      - Shorten the length of long line blockages during the day and extend them at night
      - Avoid blocks over junctions when possible
      - Secondment of signaller 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 AOPC and clarify responsibilities

Seek and Solve



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