Welcome to RIHSAC 93

Dilip Sinha, RIHSAC Secretary

11 June 2013
PR13: Publication of draft determination on 12 June 2013

Railway Industry Health & Safety Advisory Committee

Graham Richards

11 June 2013
Key PR13 Milestones

Information requirements
Objectives + framework consultation
NR/industry IIP
Advice to ministers + framework
Govt HLOSs / SoFAs
NR SBP
Draft determ’n
Final determ’n
NR Delivery plan

2010-11
2011-12
2012-13
2013-14

McNulty
White paper
PR13 is the process through which we determine

- the outputs that Network Rail must deliver,
- the efficient cost of delivering those outputs, and
- the access charges the company can levy on train operators for using its network to recover those costs.

It covers CP5 which is 1 April 2014 to 31 March 2019. It also establishes the wider ‘regulatory framework’. This includes

- the financial framework within which Network Rail will operate and
- the incentives that will act on both it and train operators (and through them on suppliers and rolling stock companies) to deliver and outperform our determination.
The draft determination

- The draft determination includes our overall judgements and decisions on:
  - the outputs that Network Rail must deliver;
  - how much Network Rail needs to spend to deliver its outputs;
  - the incentive mechanisms to encourage Network Rail and its industry partners to deliver and outperform our determination; and
  - the affordability of what the Scottish Ministers and the Secretary of State want the railway to deliver in Scotland and England & Wales respectively, as set out in their high level output specifications (HLOSs).

- It should also explain how we have ensured that our overall decisions are consistent with Network Rail’s obligations to maintain and improve health and safety.

- Our decisions are made as part of a ‘balanced package’. The settlement may be regarded as more challenging in certain areas and relatively less challenging in others, but should be considered and judged as a whole.
What happens next

- We are consulting on our draft determination. We want people to focus on whether there is evidence that we have missed or not properly taken into account.
- There may be a small number of specific policy issues which had not been closed down at the time of publication.
- During the consultation period we will also review our work to ensure we have correctly interpreted the evidence and reached appropriate judgements.
- We will be hosting three workshops to discuss our draft determination. These will be in London (19 June 2013), Glasgow (24 June 2013) and Cardiff (16 July 2013).
- Responses by 04 September 2013
Health and Safety Regulation:
ORR’s priorities in 2013-14

Name: Ian Prosser

Date: 11 June 2013
Purpose

- Our health and safety goals for the rail industry
- ORR’s strategic safety objective
- Our assumptions and risk priorities for 2013-14
- Network Rail’s intervention plans
Our Goal is reduced harm…

Vision: Zero fatalities and ever-decreasing health and safety risk

Excellence
- In asset management and operations
- In health and safety management and culture

Result
- Better management capability
- Reduction in risks
- Reduction in harm
- Reduced likelihood of catastrophic incident
2013-14 Strategic Objective

1. Drive for a safer railway: Enforce the law and ensure that the industry delivers continuous improvement in the health and safety of passengers, the workforce and public, by achieving excellence in health and safety culture, management and risk control.

Our focus:

- Industry response to safety issues;
- Extend use of RM3;
- Investigation and enforcement;
- Duty holders ensure safety of workers;
- Industry delivers EU Common Safety Methods;
- We carry out statutory duties (LX orders, safety certificates and authorisations and train driving licences);
- Promotion of greater occupational health management.
Our plan assumptions for 2013-14

- Activities informed by our strategy: ORR’s strategy for regulation of health and safety risks (Sept 2012)

- 50% of inspector time spent on active inspection activity

- 112 FTEs: down from 115 in 2012-13

- Greater focus on work coordination: fewer key risk areas covered but in greater depth.

- More focus on infrastructure risks: structures, earthworks and track safety, responding to changes in SRM/PIM model trends.

- Employee risk: our activity will focus on Network Rail.
2013-14 risk priorities:

- **Level crossings** – focus on delivery of Network Rail’s strategy rather than inspections (notable risk reduction since 2010).

- **Greater focus on system interface safety** – particularly PTI risk which represents 40% of total passenger fatality risk.

- **Maintain our focus on occupational health** - building on the good work of our existing OH programme.

- **Further encourage and support the use and wider implementation of RM3.**

- **Same activity levels** as in previous years on Statutory, Reactive and CTSA / IGC work.

- **Supply chain management** – new activity to ensure we use suppliers potential to help reduce risk.
# Network Rail 2013-14 intervention plans

<table>
<thead>
<tr>
<th>Risk Programme</th>
<th>Intervention Project</th>
<th>Focusing on:</th>
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<tbody>
<tr>
<td>Occupational Health</td>
<td>Occupational Health</td>
<td>silica; HAVs; asbestos; Network Rail’s OH strategy</td>
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<tr>
<td>Infrastructure; SMS; Interface safety; change management; competence</td>
<td>Track and Delivery Unit</td>
<td>S&amp;C signalling; L2 twist; vegetation management; drainage; Plain Line Pattern Recognition (PLPR)</td>
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<tr>
<td>Infrastructure; SMS</td>
<td>Management of structures and earthworks</td>
<td>adverse weather; longitudinal timbers; asset knowledge</td>
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<td>Change management</td>
<td>Safety by Design</td>
<td>Northern Hub; Great Western Upgrade; Edinburgh-Glasgow Improvement Project (EGIP)</td>
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<td>Workforce safety; change management</td>
<td>Safe design and use of On Track Machines</td>
<td>Safe design; operation; maintenance and repair; bespoke machines</td>
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<td>Risk Programme</td>
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<tr>
<td>Level Crossings; competence</td>
<td>Management of risk at level crossings</td>
<td>new LX new managers role; changed approach to risk assessment and maintenance</td>
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<tr>
<td>Workforce safety; competence</td>
<td>Safe and efficient access</td>
<td>access points; efficient engineering access; electrical isolations; possession management; SSoW; safety critical staff</td>
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<tr>
<td>Workforces Safety; change management; competence; infrastructure</td>
<td>Electrical safety – new and existing infrastructure</td>
<td>isolations; SSoW; substations and transformers; national electrification programme; asset data</td>
</tr>
<tr>
<td>Interface safety; competence</td>
<td>Railway operations</td>
<td>Interface safety; degraded working; SPADs; control room operations</td>
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<tr>
<td>All</td>
<td>Contractor’s holding safety certificates</td>
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Summary

- Our health and safety goals for the rail industry
  - Zero fatalities and ever-decreasing health and safety risk

- ORR’s strategic safety objective
  - Drive for a safer railway

- Our assumptions and risk priorities for 2013-14
  - 112 FTEs delivering our strategic risk priorities

- Network Rail’s intervention plans
  - 10 main projects across all 6 Network Rail routes
ORR’s Occupational Health Programme 2010/14

Claire Dickinson, ORR

11th June 2013
Aim to cover

- What’s ORR’s health programme all about?
- Why did we need one?
- Three years in …emerging findings
- What comes next?
Our vision is an industry that **consistently** achieves best practice in occupational health.

Our health programme aims to:

- Change how health is led and managed by organisations in the rail industry
- Improve how health is regulated by ORR

Shift the balance – health like safety
How much of a problem is ill health in rail?

- HSE Labour Force Survey data 2003/4 to 2009/10 on ill health caused or made worse by work.
- Rail workers report a higher incidence of work-related ill health than similar occupation groups.
- Railway operatives: **5850** rate per 100,000 employed.
  - All industry: 3470
  - All transport: **3740**
  - Construction: **4800**
- Consultant &/or GP attendance – more cases MSD, mental health than similar industries.
National sickness absence rates –4.5 - 6.5 days per employee per year, 3.5% working days lost

Some rail sector comparisons…..

Network Rail = 8.1 days/employee in 2010/11

Transport for London = 9.7 days/FTE

Crossrail = 6.8 days/FTE

First Rail = 3.7 % (except First Hull Trains)

FTPE = 4.48 % overall (6.29% drivers, 4.25% conductors, 3% station)
Ill-health costs MORE than safety!

- Across all sectors, **22.7 million** working days lost due to work related ill health in 2010/11
- **4.3 million** working days lost due to injury

- Work related ill health cost GB **£8.5 billion**
- Work related injury cost GB **£5.2 billion**

- ORR main focus remains ensuring proper risk management and sustained compliance with law, but…
- Cost is important- delivering legal compliance *efficiently*
Where was the rail industry in 2010?
ORR baseline review
http://www.rail-reg.gov.uk/server/show/nav.2538

• Pockets of excellence but……

• Variable practice, patchy compliance with the law

• Few companies with occupational health advisor directly employed

• Strong focus on pre-employment screening, rehabilitation and managing for attendance – less on proactive ill health prevention

• Role of line manager in occupational health not fully embedded – seen as role of HR or OH advisor
That was then, where are we now? 

.........the good!

- Recognition of need for industry leadership on health
- RSSB remit extended to cover occupational health

RSSB led projects
- Exploring options for industry data collection on ill health absence
- Health risk assessment – interactive DVD and on-line resources

- ATOC led project - Legionella in on train water supplies
- Upturn in devising TOCs health strategies and action plans
Progress since then ……more good!

- Better collaboration and sharing information between rail companies
  - Ballast dust working group excellent example – DBS a leading role
  - NDS and FOCs on asbestos in recovered ballast
  - NDS and FOCs on COSHH assessment for weed spraying train
  - Sharing what works – 16 good practice case studies on ORR website with more to come
Ballast dust working group ... an example of excellence in working together

Ballast Dust Working Group (BDWG) members
- Network Rail
- Hydrex
- DB Schenker
- Babcock
- Balfour Beatty Rail
- Amey Colas
- Transport for London
- Frimstone
Good practice case studies on ORR website

- Stress
- Musculoskeletal disorders
- Hand arm vibration
- Radon gas
- Wellbeing programmes
- Silica dust
- Noise
- Manual handling
- Costing framework

Learning to be resilient to stress

Transport for London (TfL) visited the Stress Radiation Group in 2004. Its aim is to teach employees life skills to deal with difficult times and build a strong mental resilience to stress. The group is facilitated by skilled experienced counsellors and uses different behavioral techniques to help employees understand and manage stressful situations more effectively. Each group contains 6 to 12 employees who attend a two-hour session once a week for six weeks. Follow-up sessions are available for any employee who requests additional support at a later stage.

The effects of stress were monitored before and after the Stress Radiation Group began. The chart below shows that after three years the numbers of absent days lost for employees who went on the course came down from over 2,000 per year to around 1,000. This saving of 1,000 days represents a cost saving in the business of approximately £460,000.

Further information on ORR’s website can be obtained from HSE’s website.
What we have also found ……the bad!

- Poor understanding of health risk assessment, particularly COSHH for process by-products
  - bridge refurbishment (lead, HAVs, isocyanates)
  - welding/cutting dust and fume
  - silica in ballast dust
  - cleaning of train under frames
  - Repeated exposure to lead dust/fume
- Under-reporting: HAVS, lead, asthma
- Material data sheets claimed as COSHH assessments
- Enforcement action resulted
What we have also found ........and the ugly!

- RPE is the last line of defence
- It must be suitable and properly maintained
- It must be compatible with other PPE
What next?

- ORR continue to push key themes:
  - Better and more visible industry leadership
  - Improvements in health risk management, especially by line managers
  - Improved competence in health risk management
  - Sharing of good practice

- ORR inspection focus on key health risks:
  - HAVS, MSDs, stress, carcinogens including asbestos, DEEE and silica,
  - plus known areas of poor compliance (particularly COSHH and competence in occupational health)

- Build occupational health in to RM3
Please subscribe to our quarterly occupational health programme updates at www.rail-reg.gov.uk/occupational_health
What rail managers need to know on health

Rail manager competence on occupational health

About ORR
- Information for passengers
- About the rail industry
- Health & safety regulation
- Occupational health
  - Programme progress: first year
  - Programme progress: second year
  - Formal enforcement
  - Occupational health assessment
  - Work related stress
  - Reporting occupational health cases
  - Good practice examples
  - Advice and guidance
  - Rail manager competence

Home ➔ Health & safety regulation ➔ Occupational health ➔ Rail manager competence

Rail manager competence on occupational health

One of the aims of our Health Programme 2010-14 (67 PDF 777 Kb) is to encourage excellence in health risk management by helping the industry to improve its managers’ competence on health.

Ensuring that your managers have the right level of knowledge and skills in managing occupational health will help you to comply with health and safety law, and should also deliver real business benefits.

Occupational health training needs for managers will vary across rail businesses. However, there are some key areas of knowledge that we believe all rail managers will need in order to fulfil their responsibilities for managing the health of their staff.

As well as setting out these key areas of knowledge, we provide advice on how to achieve good practice, including some potential sources of help to support rail companies.

These include training resources for larger rail companies, including potential development of a health risk management training qualification targeted for rail managers, as well as free health training resources for smaller companies.

In this section
- Why develop rail manager competence on occupational health?
- What does health and safety law require?

NEBOSH National Certificate in Health and Well-being in the Rail Industry
Draft Syllabus (December 2011)
Managing stress

1. Aim of our stress strategy

1.1. ORR’s 2011-14 strategy on work related stress in the rail industry has been produced in response to our wider Occupational Health Agenda, which seeks to move the rail industry towards sustainable achievement of best practice in occupational health. Our stress strategy aims to promote and support the wider adoption of an organisational, rather than individual approach to work related stress management across the rail industry.

1.2. ORR’s baseline assessment of occupational health management in the rail industry in 2011 concluded that stress is a key health issue in the railway industry. Rail employers and rail trade unions recognise stress as a key health concern, with significant needs both to individulate and businesses. We know that many rail companies have arrangements in place to manage stress at an individual level after traumatic events (such as fatalities, assault, or SPADs) have happened, and to support affected individuals back into work. Personal stress resilience training and counselling support are an extremely useful part of an overall stress management strategy. However, if companies only focus on tackling the problem at an individual, rather than at an organisational level, the root causes of work related stress may not be identified and managed effectively.

1.3. Current best practice in management of work related stress is exemplified by the HSSE Stages of Stages Management (accredited by the Institute of Work Management, Management Services Partnership or the Institute of Occupational Health, Institute of Human Resource, and Local Government Employers), together with the Management Development Competency Tool. The stress management standards focus on managing the organisation and the job rather than the individual. This approach requires managers, employees, and their representatives to work together to improve six key areas of work: 1) work, 2) health, 3) stress, 4) organisational rather than individual, 5) training, 6) communication. The development of a management trainee tool, developed by ORR in collaboration with ORR and investors in the rail industry, helps managers to recognize and develop the positive skills and behaviours to manage their staff in ways that minimize work-related stress.

1.4. ORR is seeking a shift in approach from rail employers, with less dependence on reactive management of stress at an individual level (although this will still clearly be needed for affected individuals) and more proactive management of stress by looking at job design and the organisation as a whole. In line with established best practice across wider industry, this preventative, organisational approach

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33

Office of Rail Regulation | October 2012 | ORR strategy for 2011-14 on work related stress in the rail industry
What success looks like...more proactive approach

- Health managed system
  - Health Policy and Objectives – documented processes
  - Health Risk Management – assessment, surveys, reporting
  - Health Assurance – data driven, audits, performance reviews
  - Health Promotion – health fairs, communications, training

- Leadership and public commitment to ill health reduction

- Informed on the cost of work related ill-health

- Credible, informed, engaged, active service provider – internal/external

- Meets legal compliance and striving for excellence

- Raised awareness at managerial/supervisory level and active role

- Pride and communicating to others what worked!
Conclusion

- Positive progress starting to emerge across the industry
- Signs of leadership
- More company/group action plans - strategic thinking
- More considered risk control being discussed in some parts of the industry
- More discussions, commitment and activity
- Need to maintain the momentum – Keep going!
Thank you

Any questions?
Fire risk in railway premises

Allan Spence
Background

• Fire near M1/Midland Mainline at Mill Hill, April 2011

• Reported May 2011 to Secretary of State on risk for Network Rail
Our estate and fire risk

• 5500 commercially let properties, including over 3000 railway arches
• Extra 1000+ freight sites
• 521 ‘high risk’, 413 linked to motor trades
  • Just 18 use acetylene
• 7000 incidents of fire/smoke affecting railway services in 5 years
  • most with minimal effect
  • Just 29 in our estate
  • 0.3% of total delay
• Off-site fires, especially involving acetylene, cost £11m over 5 years
Reducing the fire impact

- Refurbishment of arches and other properties
- Continued monitoring of existing sites
  - Update to CFOA guidance has reduced exclusion period
- Numbers of significant fires are down
- Remote vehicle contract not renewed – engagement with F&RS

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<th>RISK</th>
<th>Monthly</th>
<th>3 Monthly</th>
<th>6 Monthly</th>
<th>12 Monthly</th>
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<td>Site Manager after 13 months</td>
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