## Network Rail Safe System of Work Pack

### Proof of concept on the Wessex route.

First stage brief: to visual translate existing text-heavy SSOWPs into a simpler, clearer information pack centred on a map and hazard symbols, to increase staff understanding and therefore their safety on-track.

Second stage brief: to review and improve the processes surrounding the issue and use of SSWOPs, developing the information materials in line with findings.

The pilot SSWOPs have been very well received by S&T, PWAY and Off-Track staff.

All staff liked the new style documentation describing it as clear, concise and a big improvement.

### Next steps

The project team will develop further within the detailed mapping process; develop and refine the design and format, investigate IS options for production and mapping, and research in-office production options.

### Project Team

Stuart Browning, Route Safety Improvement Manager, South Western Railway, Network Rail
Kate Parsons, Visual Communication Consultant
Dr. Michelle Rogers, Corven

02 January 2013



## Third iteration

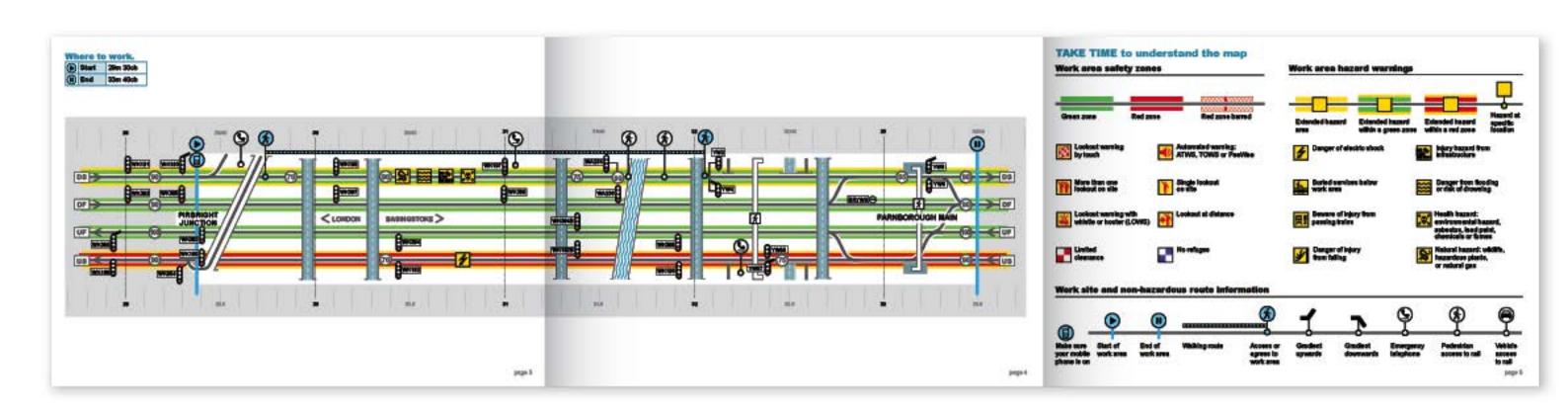
## Issued as 2-part pack. Team Pack: inner pages

S&T, Off Track and PWAY: Strongly supported map and consider it simpler and clearer than current materials. Felt it would help deliver more effective briefings. Symbols were praised as intuitive. A 'trip or fall hazard' symbol was requested.

**Project Team:** Have created new symbol, will investigate need for further symbols at next stage.

**S&T, Off Track and PWAY:** Strongly supported landmark identifiers (signals, bridges etc.) to help locate correct location of the work. However, each section found different identifiers useful (track circuit IDs versus signal box mileages, road names, catch-pit numbers etc).

**Project Team:** Researching network mapping technologies that allow for selection of information overlays



S&T, Off Track and PWAY: The maps must be 100% accurate

Project Team: available mapping references are not accurate and/ or do not show all information (landmarks, signalling etc) necessary. Accurate mapping must be sourced or created for SSOW for new style documentation to succeed. Off Track: Suggested map orientation on the page reflects view from access point.

Suggested all access points are marked, and mileages given.

**Project Team:** Researching network mapping technologies.

Available references did not include all access points as requested, mileages are given but will be made more prominent.

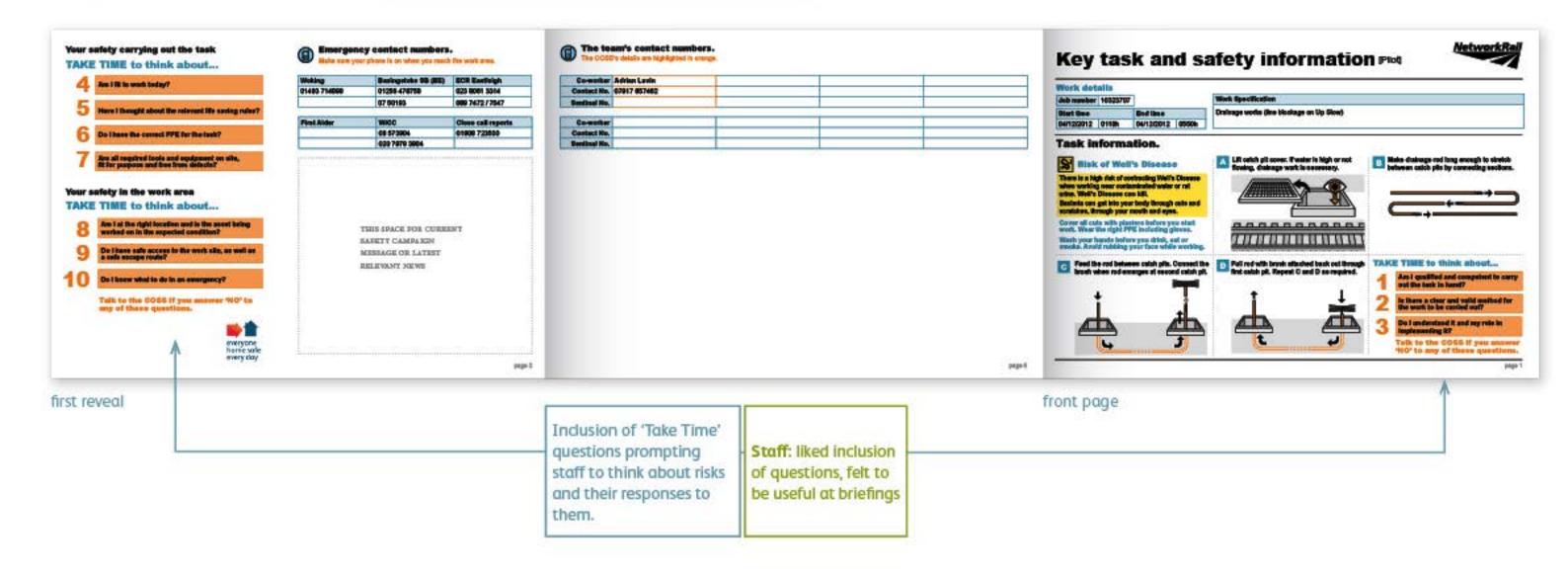


## Third iteration

Issued as 2-part pack. Team Pack: outer pages

Staff: would welcome larger text size

**Project Team:** will review text size in relation to extent of information and physical pack size.





Issued as 2-part pack.

Permit (issued to COSS)

Off-track and PWAY:
"Nothing is lost by moving away from extensive documentation."

Highlights job specific information.

Clear and useful layout.

PWAY:

Requested addition of postcode.

Project team: Included in next iteration

NetworkRail Permit holder Permit issuing authority Adrian Fuller Adrian Lavin Off-track Section Manager, Guildford Permit to Work in a Secure Environment [Pilot 1] portant: The person named as Permit holder must read through this document and ensure that all information is understood by inselves and the learn. The Permit is only valid for the period of time indicated and after it has been signed by the Permit holder and Section A: About the work environment Part 1: This section covers the specifics of the work you must understand before you enter the environment. 1a: What this work is. Job number Work Specification Start time 04/12/2012 0110h 04/12/2012 0550h Drainage works (line blockage on Up Slow) Permit revalidation? No Yes 1c: Where to work. Location Deepcut (Downside Cess) Start 29m 30ch (II) End 33m 40ch 1d: Simultaneous operations. Other work taking place at, or near, the work site. Detalle Additional details provided by the Permit holder

page 1

page 2

1f: Certificates required for 1e: Current condition of the work site. this environment. Permit holder to fill in the Issue number for each Certificate. Photo of ourrent condition Off-track and PWAY: Certificate details Issue number Raised questions about Engineering ease of photographing certificate Ref. GO/RT/3199 assets. Conductor Rail permit Project team: Ref. GO/RT/3091 Will consider as part of detailed process mapping. Ref. Ref. Off-track and PWAY: Description Supported description of current asset. Part 2: This section details hazards associated with the environment and safety controls in place. Permit holder to ensure they are satisfied with the measures detailed below. 2a: Emergency contacts First Alder Woking Bacingstoke 8B (BE) ECR Eastleigh WICC Close call reports 01483 714898 01256 478758 023 8061 3314 08 573904 01908 723500

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## Third iteration

Issued as 2-part pack.

Permit (issued to COSS)

Off-track and PWAY:

"Much clearer than current inclusion of hazard directory."

#### PWAY:

Requested addition of section for lookouts and sighting distances

Project team: Implemented at next iteration

#### 2b: Safe System of Work zones and hazards. See map for more information

		2		4
Zone or Hazard	Safeguarded Green Zone	Contaminated Water	Contact with thoms, brambles, wire fencing, etc	Snake bites, stings
Look outs				
Map symbols		S' (*)	S 2	8
Detail	You must:  * arrange for all movements to be stopped on all lines not within the ES's work site  * reach a clear understanding with the ES that each movement within your site of work will be made at extreme caution and will not exceed walking pace  * make sure you and your group, are in a safe position whitst any movement or operation of an engineering train or OTP takes place within your site of work  * sign the RT3199 Engineering Supervisor's Certificate.	Additional PPE to be wom including disposable gloves, waders/Wellington boots (as required) and eye protection to B\$ EN166.F	Check for dangerous weeds such as glant hogweed, Himalayan balsam. Beware of the presence of utility services – identify any at risk and report to the Person in Charge and infrastructure Fault Control. Where necessary they shall be protected moved or isolated. Do not carry out any inspection work which could damage these services.	Check for hazards such as snakes, bee or wasp nests prior to commencing any detailed inspection or measuring
Start	29m 30ch	29m 30th	29m 30ch	29m 30ch
End	33m 40ch	33m 40ch	33m 40ch	33m 40ch

Project team: Detail to be edited for clarity

page 3

#### Off-track and PWAY:

"More spaces for larger teams"

#### Off-track and PWAY:

Raised concerns about having Section Manager – who will not have sight of detailed planning and risks – as Permit issuer. Could encourage culture of 'auto-pilot' sign off as person other than Section Manager will have reviewed the paperwork.

Project team: To consider as part of the detailed mapping process.

#### Part 3: This section contains declarations that must be signed.

It is your responsibility to ensure that everybody on the fearm understands the hazards involved with the work environment and the Safe System of Work. Each co-worker must sign below.

# 3a: The work team

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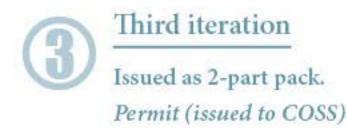
#### Part 4: Permit authorisation.

This section must be signed by you and the Permit Issuing authority, before you and the learn enter the environment.

#### 4: Acceptance of responsibility for Safe System of work on this job

issuer of this i	Permit	Permit holder			
Adrian Fuller		Adrian Lavin		Signature	
Spetre	an e e		I confirm that all permit conditions specified are clearly understood and will be adhered to.		
Date	Time	Date	Time		

page 4



#### Off-track and PWAY:

Raised concerns about inclusion of task diagrams feeling they were not valuable for experienced, competent staff, and not useful for routine, simple tasks.

In some cases the task's skill relates to preparatory calculations and assessments (e.g. calculating the volume of chippings for lifting and packing). thus calculation tables could be a valuable addition in place of task method diagrams

#### Off-track:

If diagrams do remain, more space would be needed (for larger and more complicated jobs). COSS suggested this section be separate from the Permit.

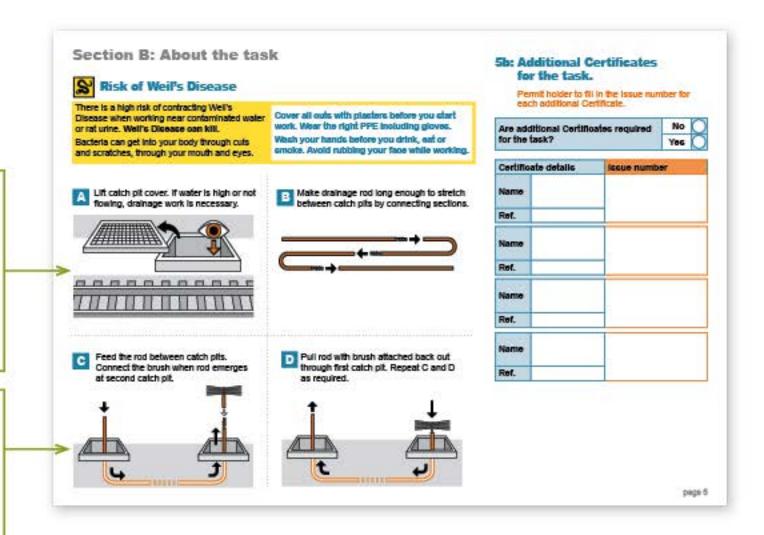
Suggested a section could be added to indicate plant and RRVs required for the job in the form of a checklist with symbols.

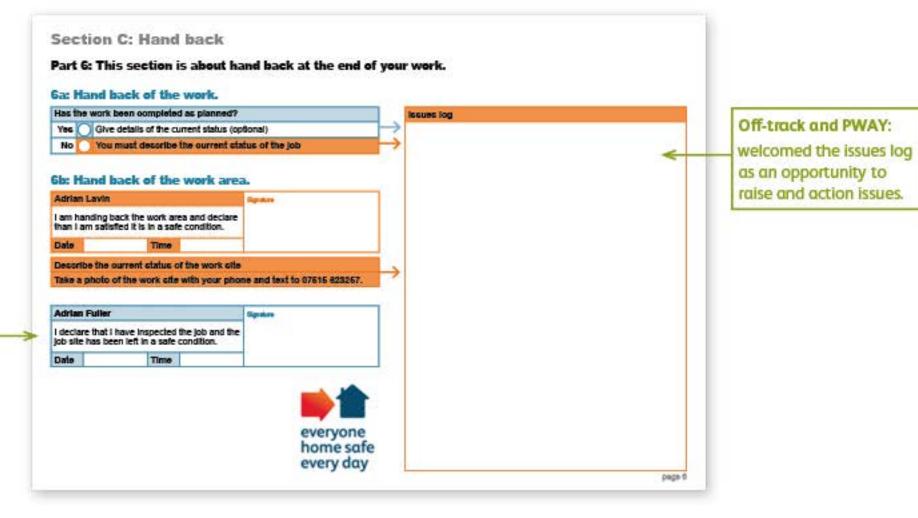
Project team: Next design iteration, based on a continual feed printing process, allows for additional sections to be included as and when needed. Content that will be available to planners will be considered as part of development of materials

### Off-track and PWAY:

Raised concerns about the feasibility of carrying out a site inspection as part of the hand back.

**Project team:** Will consider as part of the detailed mapping process



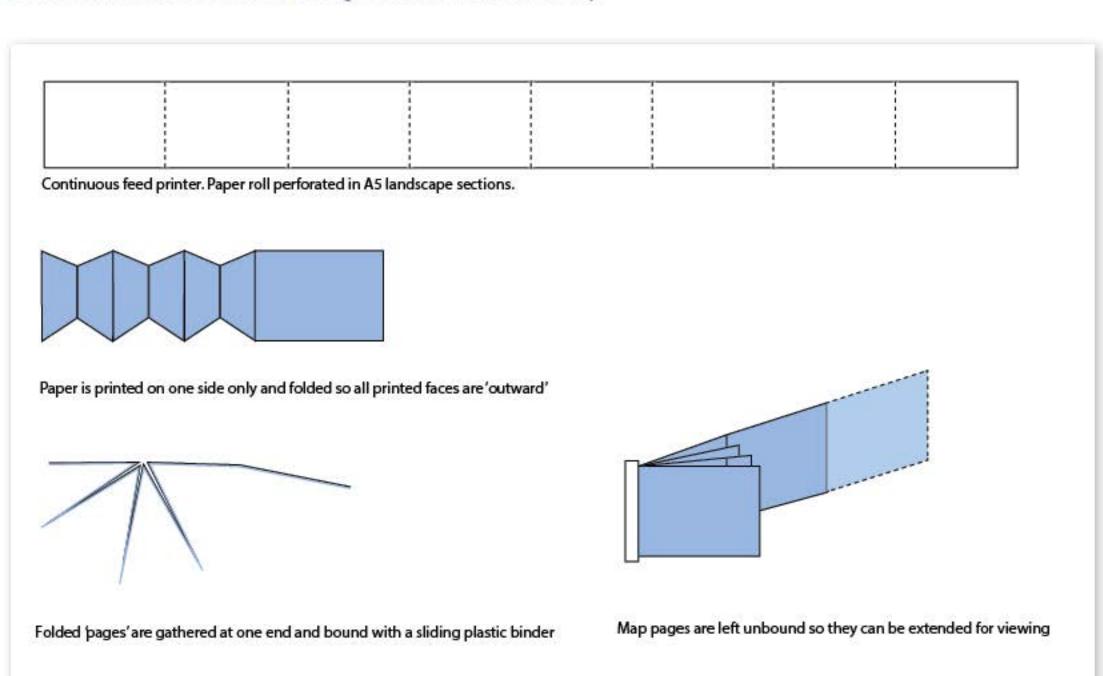




## Fourth iteration

Printed materials to be produced on a continual feed printer, folded then bound, to enable the extent of the pages to expand as necessary.

Both Permit and Team Pack to be produced in the same way.

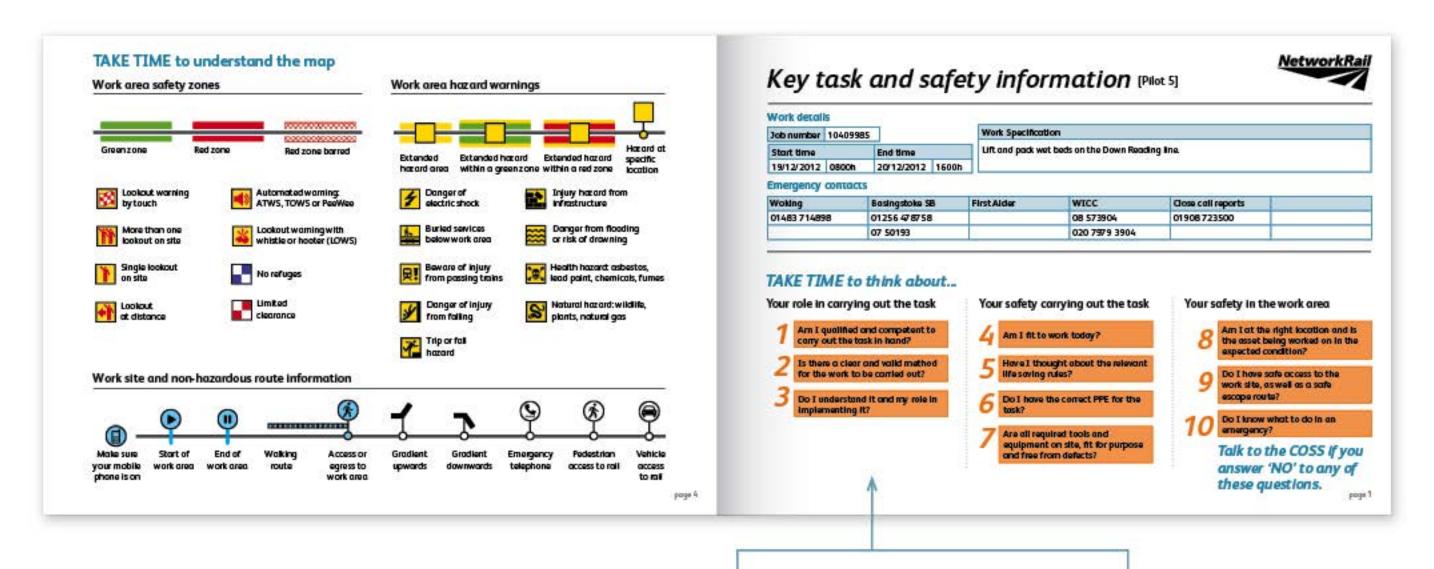


In-office printers and waterproof papers and/or plastic wallet and binding options to be researched.



## Fourth iteration:

Team pack. Extent of pages adjusts to flexible content.

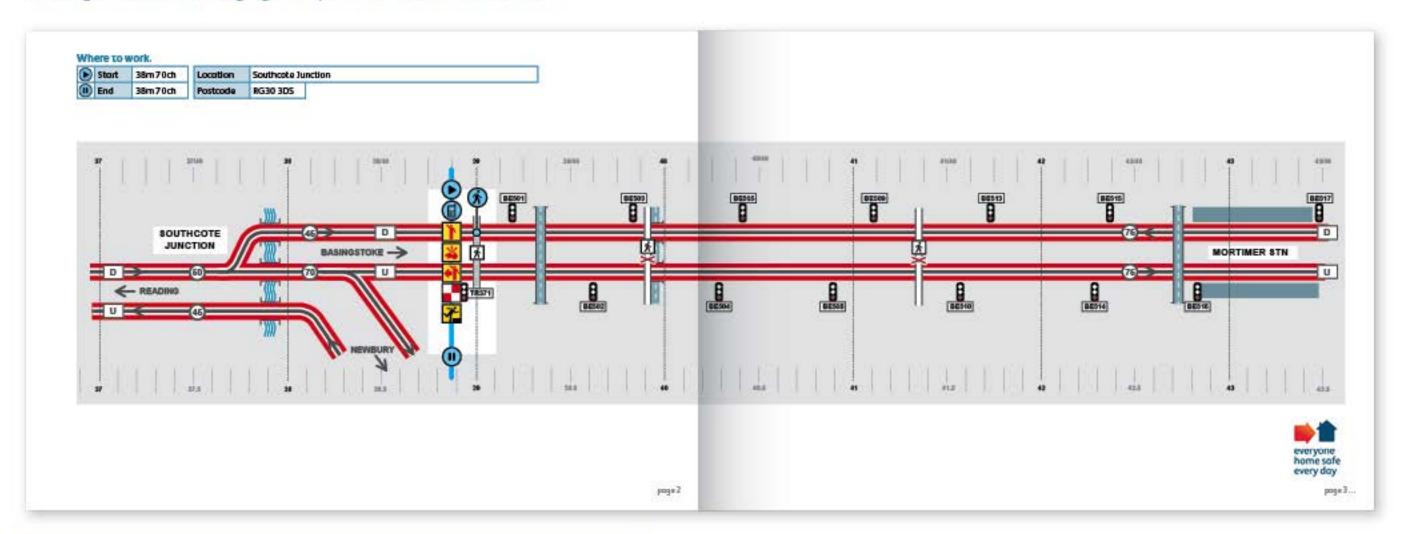


Task method diagram omitted (this task's skill is in its calculations), replaced with Take Time questions on front page, reducing extent to four pages



## Fourth iteration:

Team pack. Extent of pages adjusts to flexible content.



Mixed response to each staff member carrying a map and Take Time assessment.

Some felt it would not be looked at during work, however most agreed it would be a useful addition to briefings



# Fourth iteration:

#### Permit

Extent of pages adjusts to flexible content.

In this pilot no task diagrams were needed, however it has been decided that a schematic diagram will always be included:

- choice from a library of task diagrams, safety campaigns, incident alerts
- if no choice is made, the space will be automatically populated by one of the above.

**S&T, Off-track and PWAY:** said they did not feel this was useful or practicable.

Suggested this space could be used for showing access points or areas of limited clearance.

Project team: Access points are clearly shown on map only (text area could be added); Limited clearance already included in Hazards section.

We have agreed a two-option approach:

- 1. include photo where conducive and useful.
- where condition of asset photo not useful, alternative to be included e.g. access point, particular hazard etc.

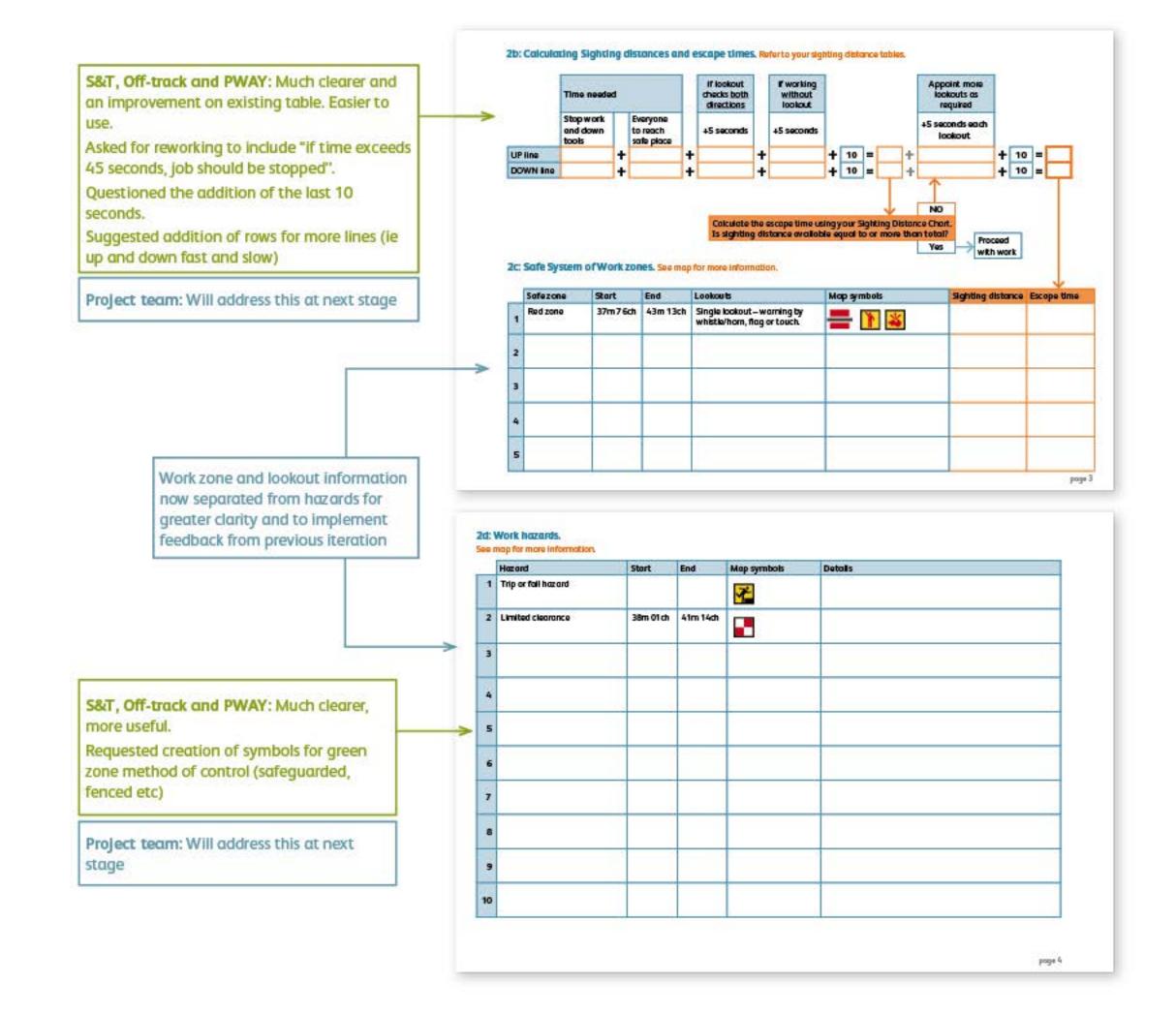
Inclusion of a photo will act as verification that a site visit has taken place.

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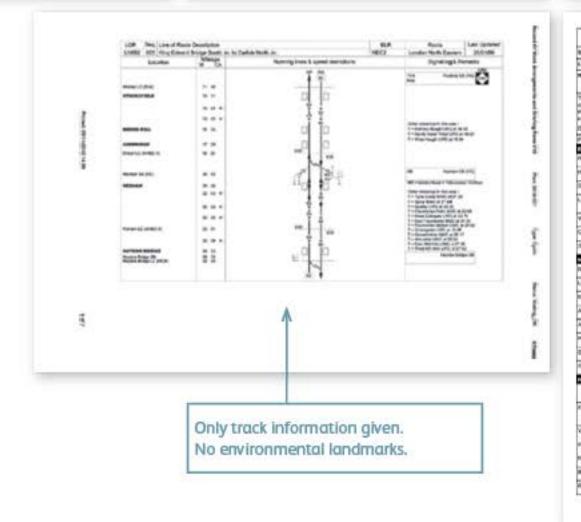
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Repetitive hazard listings. Hazards outside work zone listed with equal prominence

# Starting point

Existing SSOWPs are text-heavy documents, on average between four and ten pages long.

Pertinent information can be obfuscated amongst non-vital information and hazards are not sufficiently highlighted or visible.



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S&T, Off-track and PWAY: Welcomed additional spaces for larger work teams and larger signature spaces than existing materials

**S&T**: Raised the question of maximum number of individuals a COSS should safely be asked to supervise.

Project team: Agreed a maximum number of staff to be identified (task specific), working on a basis of ten people. We will amend Permit accordingly. If more than maximum number of staff required, a second COSS and Permit must be assigned

**S&T**: Advised that if additional authority is required on a job which runs over time, authority is often given as a matter of course, without a real conversation about the risks. They felt the new Permit would address this.

**S&T**: Recommended COSS name not be prepopulated, but space left to be written in, as COSS often assigned only on the day of work.

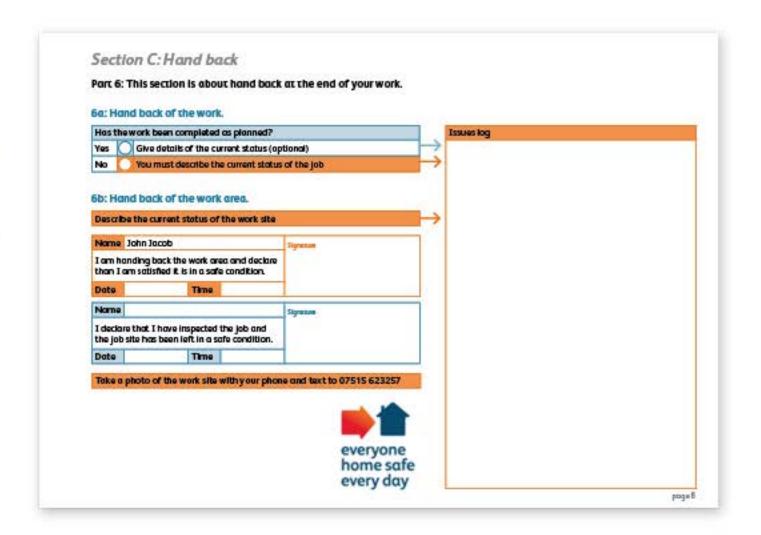
Project team: Will consider as part of detailed process mapping

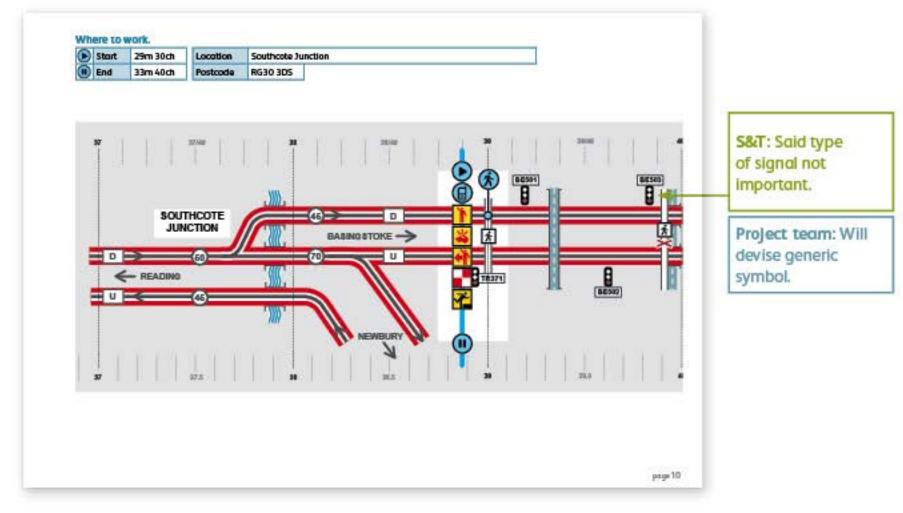
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Co-worker	John Jacob		- 1	
Contact No.	07967 668826			
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Co-worker				
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Part 4: Permit authorisation. This section must be signed by you and the Permit Issuing authority, before you and the team enter the environment. 4: Acceptance of responsibility for Safe System of work on this job **Issuer of this Permit** Sgressey I confirm that all permit conditions specified are clearly understood and will be adhered to. Section B: About the task 5a: Additional Certificates for the task. Permit holder to fill in the Issue number for each additional Certificate. Are additional Certificates required for the task? No Yes Certificate name Reference no. Issue no. Certificate name Reference no. Issue no.



**S&T**: Suggested an additional space to feedback non job specific issues





# Physical design format

All staff commented that producing the pack in colour helped to alert them to important information.

All staff commented that the pack was easier to handle particularly liking the concertina approach and its pocket size

NB: map should not extend over more than three pages or too difficult to hold. In terms of being pocket size, staff trouser pockets were less deep than examples originally measured – format options will be considered at the next stage.

All staff supported the idea of waterproof paper for durability under weather and working conditions

All staff suggested pre-populating the information fields on the Permit as little as possible to facilitate local planning and risk assessment

In the main, all staff expressed a preference for future SSWOPs to be electronic and compatible with displaying on iPads. However,

- Some expressed a preference for paper documents;
- · Issues were raised about whether everyone would be able to work iPads;
- Issues were raised about the practicality of working whilst carrying iPads;
- Issues were raised around patchy 3G coverage.

02 January 2013

## Issues and enablers for implementing a new CoW process identified during pilot

## Management systems/reporting

? How will we know this is making a difference?

### Role, skill, organisation

- 'Those who do the work, plan the work' (e.g. legitimising COSS' & contractors planning and risk assessing their own planned work, as this is what they do already and potentially reintroducing the PICOW role) but how can we overcome historical challenges related to:
  - · Accountability for work vs. SSOW
  - · Lack of pre-planning
  - Confidence /competence gaps across COSS' / contractors
- Changing planning roles
- Section Managers should not be permit issuers or have to inspect work as part of hand back because of current workload – how will we provide independent checks?
- ? Should there be maximum number of people a COSS should be in control of?
- ? How do we secure union buy in?
- ? Would contractors be managed in the same way?

## New control of work process / documents

- (+) Introducing a library of risk assessed procedures (task diagrams) – but how will we keep these up to date?
- Introducing narrative (and photo) of expected asset condition, but varied appropriateness and would add time to the job
- Introducing user friendly, specific and pictorial documentation and tools, but how will these be produced
- Introducing risk based reconnaissance (pre job site visits for high risk / non routine work) – but how would this work in practice
- ? How does this fit with SSOWPS2?

### Assets, information and IS

- X Insufficient IS storage space for photos
- ? How do we produce and print new style pack –what IS infrastructure is needed (one single source mapping, planning system that is easier/quicker to use)
- Electronic system that would facilitate move to data storage and access on iPads, phones - but:
  - how would people be able to work carrying iPads
  - 3G coverage is patchy
  - Some people prefer paper based approach
- ? Could access points be labelled like signposts (e.g. left London and right Guildford?)
- Scanning sentinel numbers. Suggested introducing the scan of access points to ensure you were at the correct location

### Mindsets and behaviours

- ? How do we deal with the repetitive nature of the job (complacency about risk)
- The new model relies upon individuals being proactive in risk management and having situational awareness. How do we align with implementation to fit cultural maturity and development
- involving users in the design of the system, but what is the timeline

### Key

- Positive support given, but issue raised for implementation
- X Negative feedback
- ? Question raised

### Role, skill, organisation

#### Define organisational and role changes and RACI

What role structure works for Network Rail that facilitates devolving planning and risk assessment to nearer the point of work?

What are the key responsibilities for each role?
What are the competencies required for each role?

What does this mean in terms of changing their ways of working and requirements for training / assurance and what existing provisions can be leveraged?

What are the appropriate spans of control and how does this vary by task?

What is the role of local planning meetings?

How can we support walking the job / planning at the point of work (i.e. Tool provision)

What is the transition plan and timeline?

### Define approach to managing contractors

Will they be managed under the same system?
What induction / training do they need?

# Define a process for wider consultation with the workforce and TUs

What is the next level of piloting required? How and when do we engage the unions? How do we manage any implications for staffing levels / T&Cs?

### Management systems/reporting

#### Define approach to measurement and review

Who will own / enforce the CoW process? Devolved or central? What will be measured (e.g. KPIS), what behaviours does should this drive (i.e. what questions should leaders / supervisors ask)?

When/how will the systems get reviewed/audited?

How do we get feedback from system users?

#### Define Management of Change process

How will we manage change/ departures from the process and what is the required standardisation?

### New control of work process / documents

#### Define detailed process and map

When is a permit required?

What is our agreed process (esp. permit issue and handback)?

What is Management of Change system?

How will the process deal with change in scope / conditions on the day?

How does the new process interface with existing and planned broader planning systems?

### Define approach /process for risk assessment

How do we develop, review and update the library of risk assessed procedures? Verification process

### Assets, information and IS

#### Define IS requirements & identify existing platforms

Off the shelf versus bespoke permitting system? Electronic? Ligise with Orbis

What are the key interfaces with maintenance and competency management systems?

What infrastructure is needed to support accurate mapping?

What infrastructure is needed to support the production and printing of the documents?

What future proofing is needed to facilitate to a electronic production / storage and use of iPads?

## Mindsets and behaviours

# Define behavioural change requirements and link to wider cultural journey

What are the new behaviours required?

What is the role of a leader and supervisor?

How do we develop personal accountability / responsibility?

How do we build mindfulness?

How do we build proactive risk management / situational awareness?

# We plan to be ready to introduce elements of the new process and tools in April 2013

## November-December 2012

## January - April 2013

Ongoing development of enablers: (LSR, Executive Rule Programme, Comms and culture change programme, Competency programme

## What does good look like?

Completed an external benchmarking to identify best practices in the CoW

### Could this work in NR?

Completed a pilot in Wessex to test proof of concept (engaged on the proposed high level process and used the new documentation for selected jobs)

## As a result of what we have learned we plan to:

Define CoW key principles and minimum requirements

Conduct detailed process mapping

Define what is required to make it work

Identify requirements (IS, role, competency, culture, etc)

Conduct high level gap analysis compared with current practice

Work with the routes to identify how to implement

Further refine and develop graphic and format design

Conduct a wider pilot across routes to identify:

Views of the process / tools and steps required to implement ('why would this not work for you?')

# Re-thinking the safety information for staff

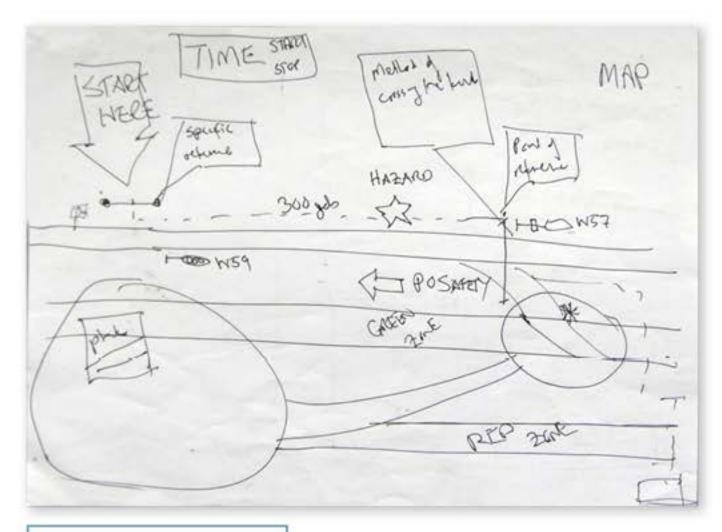
Brief: Visual translation of original SSOWP to produce 'at-a-glance', clear information considering staff with low reading ages.

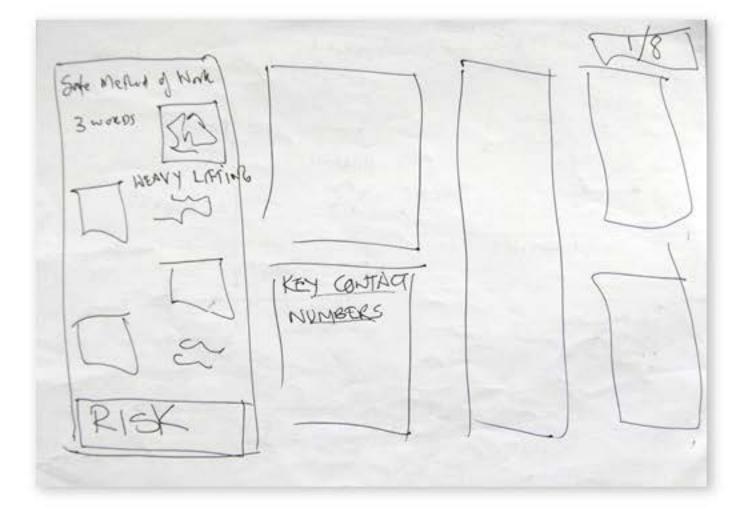
Map, marking hazards, pertinent safety information and environmental landmarks to be central to the Pack.

'Less is more': strip out non-vital information.

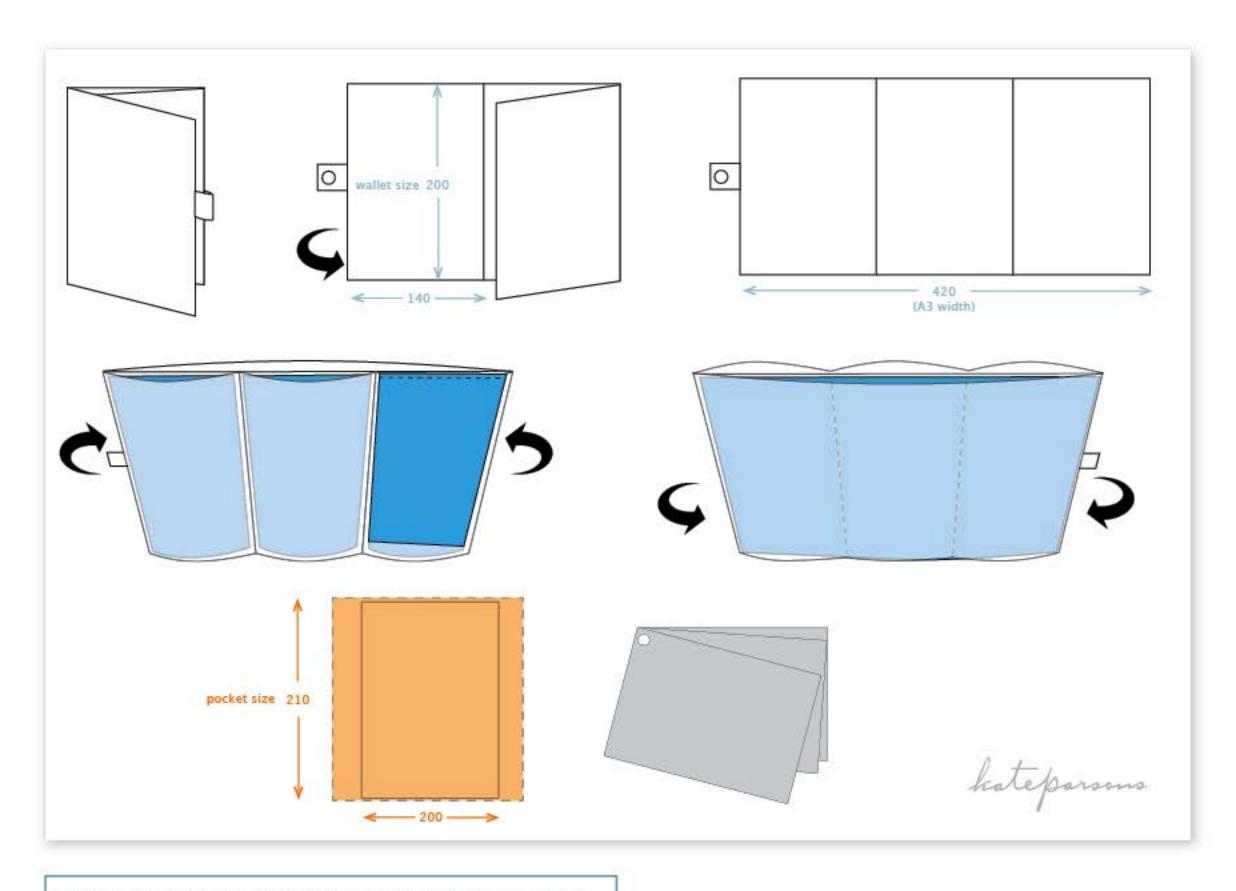
Pack to be given to all staff, to be carried in work zone.

Inclusion of work method diagrams with specific risks highlighted.





Original concept briefing.

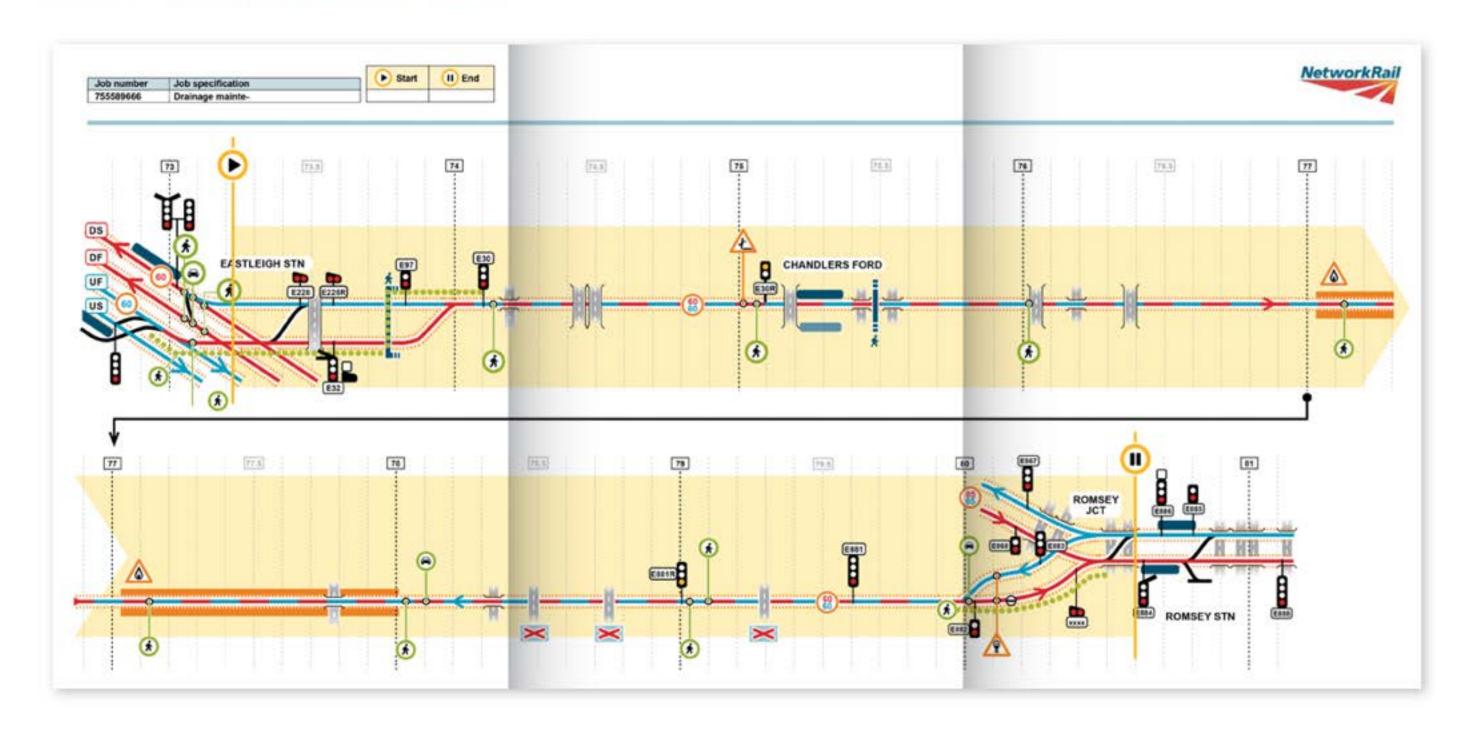


Initial physical design concepts: bespoke plastic wallet to fit pockets in PPE – 2-part carbon front sheet to be retained by admin staff.



## First iteration

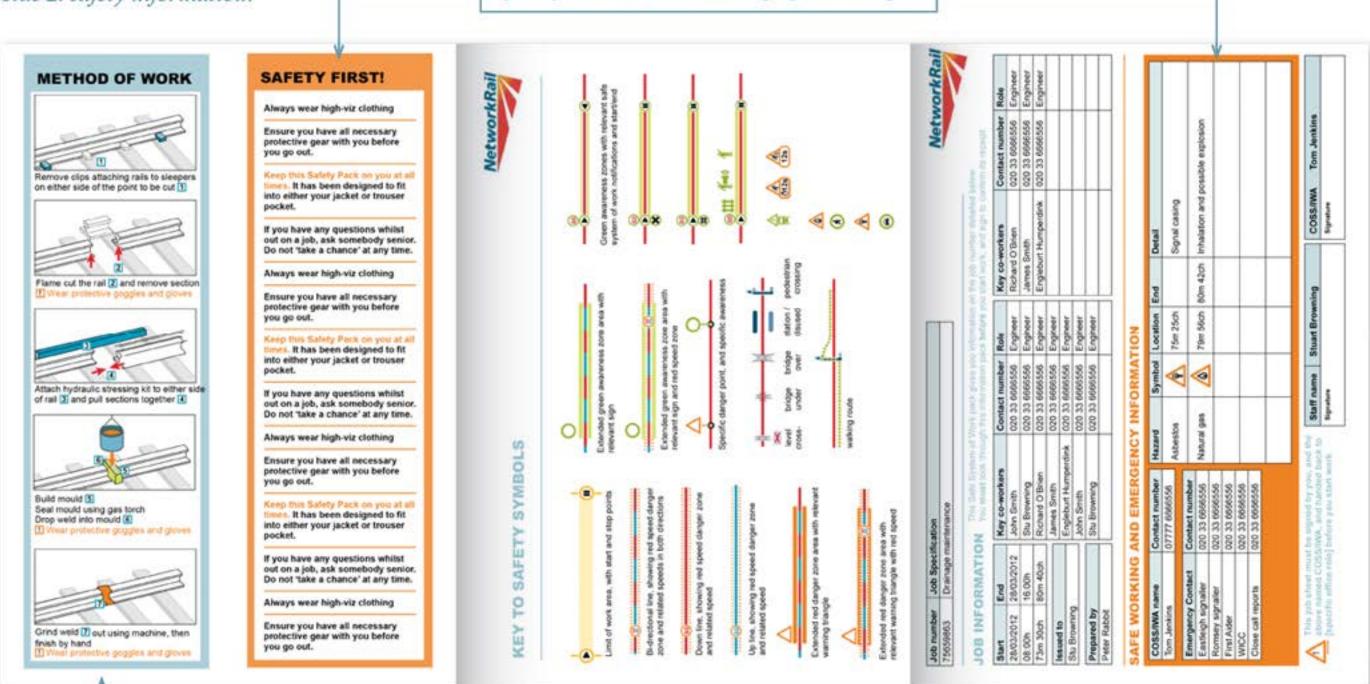
Side 1: map with hazard and work zone information. Development of hazard and work zone symbols. Work zone clearly highlighted. Source mapping information from South West trains.





## First iteration

Side 2: safety information.



Key safety information and hazards highlighted in orange

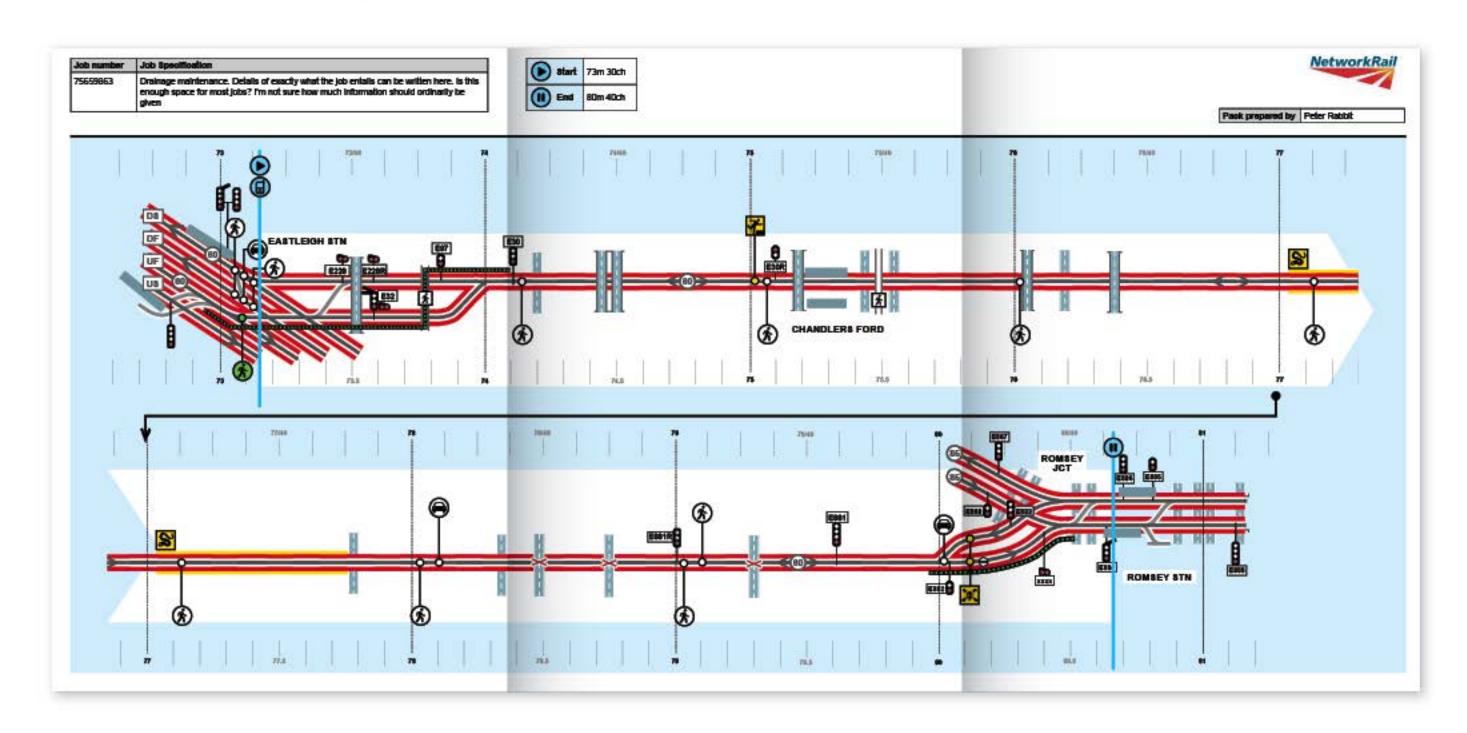
'Ikea style' step-by-step method of work diagram



# Second iteration

Side 1: map with hazard and work zone information.

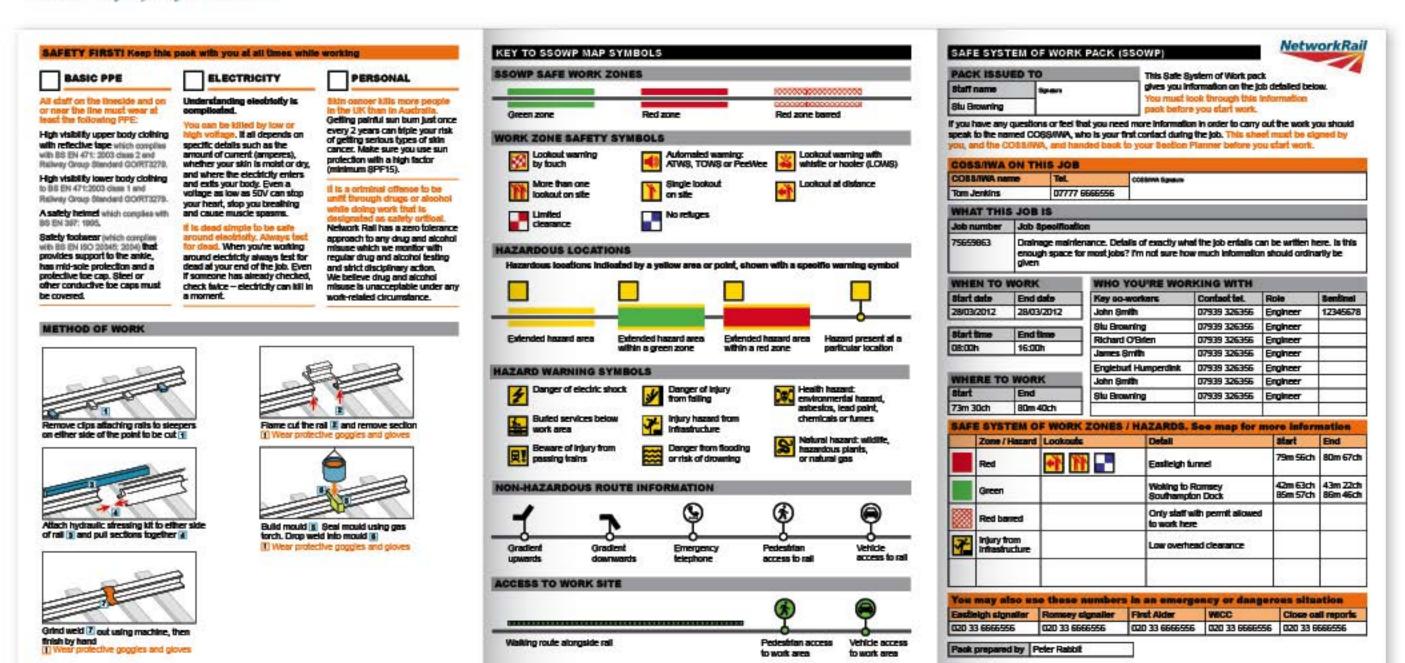
Amended and reduced colour-palette to make sure hazards instantly recognisable. Work area highlighted.





## Second iteration

## Side 2: safety information.





# Third iteration

By the third iteration of the documentation, we had begun to consider the wider process of creating and implementing the SSOWP and identified the opportunity of moving to a permitting process. We moved to trialing two supporting tools / documentation namely, a permit to work in a secure environment to be used by the COSS and a Dynamic Risk Assessment (Team Pack) to be used by all working parties.

