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[NR L3/INI/CP0064](#) Issue 4

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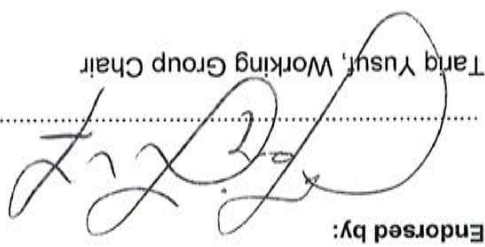
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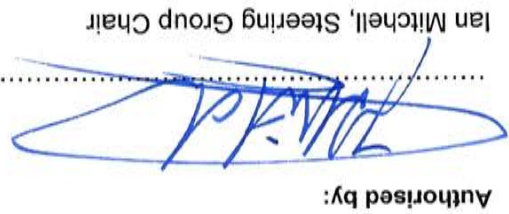
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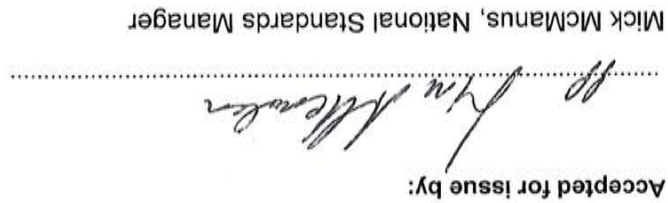
Delivering Work within Possessions

Endorsement and Authorisation

Ref:	NR/L3/INI/CP0064
Issue:	4
Date:	6 September 2014
Compliance date:	1 March 2015

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User information

This Network Rail standard contains colour-coding according to the following Red–Amber–Green classification.

Red requirements – *No variations, could stop the railway*

- **Red requirements shall** always be complied with and achieved.
- Red requirements shall be presented in a red box **with the word “shall” or expressed as a direct instruction**.
- Accountability for the efficacy of red requirements lies with the Professional Head/Standard Owner.
- Red requirements are monitored for compliance.
- Corrective actions shall be enforced if variations are discovered through functional checks (e.g. engineering verification visits, audit or Operations Self-Assurance).

Amber requirements – *Controlled variations, approved risk analysis and mitigation*

- **Amber requirements shall** be complied with unless variation has been approved in advance.
- Amber requirements shall be presented with an amber sidebar **and with the word “shall” or expressed as a direct instruction**.
- Accountability for the efficacy of these requirements lies with the Professional Head/Standard Owner, or their nominated Delegated Authority.
- Amber requirements are monitored for compliance.
- Variations **may** be permitted. Variations are approved by the Standard Owner or through existing Delegated Authority arrangements.
- Corrective actions shall be enforced if **non-approved** variations are discovered through functional checks (e.g. engineering verification visits, audit or Operations Self-Assurance).

Green – *Guidance*

- Guidance is based on good practice. Guidance represents supporting information to help achieve **Red** and **Amber** requirements.
- Guidance shall be presented with a dotted green sidebar **and with the word “should” (usually in notes) or as a direct instruction**.
- Guidance is **not mandatory** and is not monitored for compliance.
- Alternative solutions may be used. Alternative solutions do not need to be formally approved.
- Decisions made by a competent person to use alternative solutions should be backed up by appropriate evidence or documentation.

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Issue record

Issue	Date	Comments
1	June 2010	Issued as part of the initiative to improve delivering work within possessions.
2	December 2010	Re-issued in order to realign with other referenced standards that have been updated.
3	March 2012	Re-issued to reflect the current status of the processes contained within, as well as support the recent organisational changes.
4	September 2014	Re-issued to: <ul style="list-style-type: none"> mandate the use of the DWWP computer system update the Worksite Complexity Assessment (WCA) template amend key milestone and requirements remove a number of mandated templates introduce a number of mandate requirements align to the Integrated Planning Framework

Compliance

This Network Rail standard is mandatory and shall be complied with by Network Rail and its contractors across all relevant projects (refer to Clauses 3.1, 3.2 and 3.3) from 1 March 2015.

Reference documentation

Document reference	Document name
NR/L2/NDS/202	Engineering Access and NDS Supplied Resource Planning
NR/L3/MTC/MG0210	Management of Maintenance Work within a worksite to prevent a Possession Overrun
NR/L3/OCS/303	T3 Possession of The Line For Engineering Work Delivery Requirements
NR/L3/INI/CP0064/F0016	Site Progress Tools Recommended for Use
NR/L3/INI/CP0064/F0051	Project Briefing Note Template
Reference-1	Quantitative Schedule Risk Assessment for Possessions Work Instruction NOTE: Access to the Work Instruction can be obtained, internally within Network Rail, via MOSS: http://oc.hiav.networkrail.co.uk/programmes/IIIP/IPPM/RNV/Useful%20Documents/Forms/AllItems.aspx?RootFolder=%2fprogrammes%2fIIIP%2fIPPM%2fRNV%2fUseful%20Documents%2fQSRA%20Support%20files&FolderCTID=%2f6FACD6CC3%2dE7AA%2d4D5F%2dA6CA%2d385508512D46%7d

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Reference-2	Contingency Plan Template <i>NOTE: Access to the document can be obtained via:</i> http://oc.hiav.networkrail.co.uk/sites/dwwp/Pages/DWWPFrontPage.aspx
Reference-3	Risk Readiness Deliverability Review Checklist <i>NOTE: Access to the document can be obtained via:</i> http://oc.hiav.networkrail.co.uk/sites/dwwp/Pages/DWWPFrontPage.aspx
Reference-4	DWWP T- Risk Readiness Deliverability Review AGENDA <i>NOTE: Access to the document can be obtained via:</i> http://oc.hiav.networkrail.co.uk/sites/dwwp/Pages/DWWPFrontPage.aspx
Reference-5	Template for Allocation of Construction Management Resource <i>NOTE: Access to the document can be obtained via:</i> http://oc.hiav.networkrail.co.uk/sites/dwwp/Pages/DWWPFrontPage.aspx
Reference-6	DWWP Milestone & Deliverability Review Flight Path <i>NOTE: Access to the document can be obtained via:</i> http://oc.hiav.networkrail.co.uk/sites/dwwp/Pages/DWWPFrontPage.aspx
Reference-7	DWWP computer system - http://www.dwwps.co.uk/
Reference-8	Integrated Planning Framework.- Information Portal http://oc.hiav.networkrail.co.uk/programmes/IIIP/ProgrammeIntegration/default.aspx
Reference-9	Interdependency Checklist <i>NOTE: Access to the document can be obtained via:</i> http://oc.hiav.networkrail.co.uk/sites/dwwp/Pages/DWWPFrontPage.aspx
Reference-10	List of Resource Category Owners <i>NOTE: Access to the document can be obtained via:</i> http://oc.hiav.networkrail.co.uk/sites/dwwp/Pages/DWWPFrontPage.aspx

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1 Purpose

To provide Network Rail with the operational readiness framework aimed at reducing and mitigating the risk of possession overruns for projects delivering works on the rail infrastructure through:

1. Diligent planning of works and a smooth transition from T-52 of early resource demand and de-confliction of constraints identified within the Integrated Planning Framework – (refer to Clause 6.1, 6.2 and Reference 8).
2. Assessing the generic risks of a worksite/possession overrun well in advance in an iterative, consistent and robust way (refer to Clause 6.3) and appropriately plan the works to mitigate operational risks.
3. Reviewing and confirming that all pre-cursors are in place prior to T-0 hours (refer to Clause 6.4).
4. Integrated plans for multiple worksites and quantitative risk assessments of the schedules for complex/high risk possessions (refer to Clauses 6.5 and 6.6).
5. Putting in place contingency measures in the eventuality of a worksite overrun leading to a possession overrun (refer to Clause 6.7).
6. Site management of the planned works to provide confidence that worksites/possessions are handed back on-time to the operational network (refer to Clause 6.8).
7. Providing better, earlier and more coherent communication with customers before, during and after engineering work (refer to Clause 6.9).
8. Providing an objective and early assessment of worksite progress (refer to Clause 6.10).
9. The reporting of root cause analysis of possession overruns and the subsequent action planning (refer to Clause 6.11).
10. Supporting, promoting and sharing successes both internally and externally at national peak periods across the year (refer to Clause 6.12).

Network Rail is fully committed to reducing the number of possession overruns and their impact on both the travelling public and operational railway. The processes and controls contained within NR/L3/INI/CP0064 are key to achieving this.

All requirements identified within the standard are required to be complied with. Failure to comply with the requirements may result in the cancellation of works.

NOTE 1: See Background to the DWWP in Appendix A.

NOTE 2: Acronyms within NR/L3/INI/CP0064 are provided in Appendix B, and Definitions which support the business activities are provided in Appendix C.

2 Scope

2.1 In Scope

Except as specifically defined in Clause 6.0, NR/L3/INI/CP0064 covers ALL projects and their contractors executing work on the national rail network at worksite level within a possession. For the avoidance of doubt, applicability is as follows:

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1. EVERY midweek, weekend and Bank Holiday worksite(s) 52 weeks a year.
2. The milestones and deliverables identified in the DWWP Milestone & Deliverability Review Flight Path (refer to Reference 6).
3. Any area of the business involved with the effective delivery of project work on the rail infrastructure - Regional / functional / major project / programmes.
4. All T3 disruptive possessions and worksites booked in PPS, aligned to and visible in, the DWWP system). A valid Oracle Projects (OP) number is assigned to every worksite in PPS, as well as the correct Delivery Group identified.
5. The Project Manager shall use the DWWP computer system (<http://www.dwwps.co.uk>) to track, monitor, comply and report according to the requirements identified in NR/L3/INI/CP0064.
6. 3rd Party work / Outside Party work / Partnerships / Collaborations.
7. Late defined work which will need to be compliant to the timescales from the point of submission onwards.
8. Network Operations Works Delivery Teams in the routes and Network Operations Delivery Services (i.e. non-OPEX teams) where they are working for Infrastructure Projects.

2.2 Out of Scope

The following exclusions apply:

1. Works delivered by Network Operations Maintenance or Works Delivery are covered by NR/L3/MTC/MG0210 unless the IMDM Infrastructure Maintenance Delivery Manager (IMDM) or Programme Manager decides that the complexity of the work merits use of NR/L3/INI/CP0064.
2. Emergency works.

3 Context

3.1 Levels of Operability

3.1.1 Local Level – (Projects, Schemes, Worksites and Possessions)

Key accountability lies with the Project Manager (refer to Figure 2) to:

1. Plan possession works based on sound and proven project management practices including, compliance, where appropriate, with all requirements of the Common Safety Method on Risk Evaluation and Assessment (CSM), Interoperability and Safety Verification.
2. Identify and manage the risk of possession overruns.
3. Demonstrate that all precursors are in place prior to the start of all work at the worksite and possession level, and ultimately protect Network Rail's reputation as 'deliverer of choice'.

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4. Coordinate specific worksite/possession requirements with the regional/programme Single Points of Contact (SPOC) who has responsibility for Local Level governance and oversight of compliance to NR/L3/INI/CP0064.
5. Identify resource demands and report these via the Integrated Planning Framework (refer to Figure 1) through the DWWP timeline to T-0 hours.
6. Use the DWWP computer system (<http://www.dwwps.co.uk>) to track and manage, on an on-going basis, DWWP requirements from T-52 to the T-0 hours.
7. Feed Local Level information directly into the National Level review of peak periods, for example, national Bank Holidays.
8. Capture possession lessons learnt, particularly overrun root causes at worksite and possession level, and share with the DWWP central team.

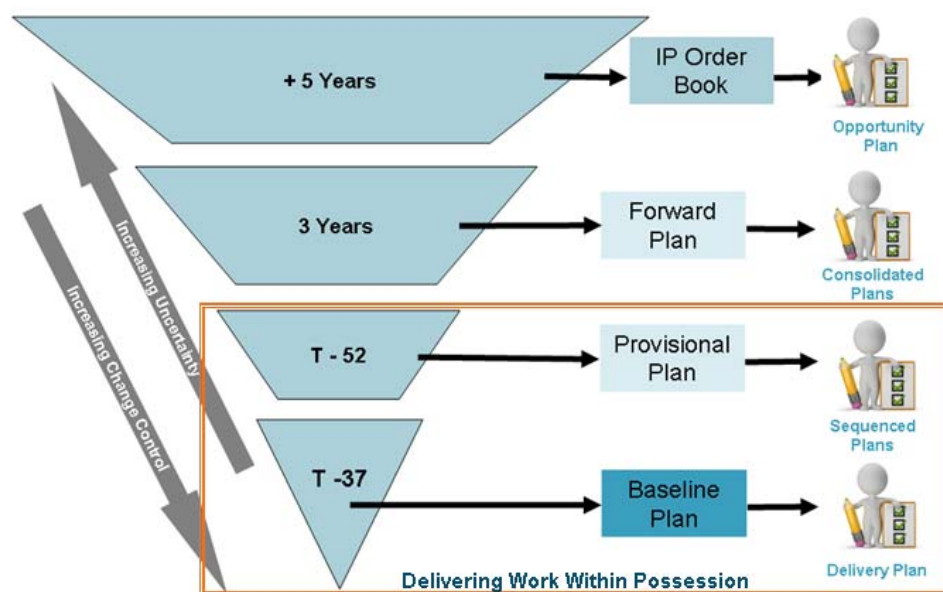


Figure 1 – Integrated Planning Framework

3.1.2 National Level

Key accountability lies with the DWWP central team (refer to Figure 2) to:

1. Capture and report pre-T-53 national resource demand to Network Rail Senior Management identified via the Integrated Planning Framework and consolidated from Local Level across all possessions and worksites (refer to Reference 8).
2. Report the overall national risk assessment focused on key resources to assure Network Rail's reputation on an on-going basis and at peak periods.
3. Provide confidence of the deliverability of the plan and assurance to the business, Network Rail Board, our customers and to the ORR.
4. Enable feedback on performance and drive continuous improvement.
5. Provide governance of NR/L3/INI/CP0064.
6. Facilitate the national Peak Period Deliverability Reviews.

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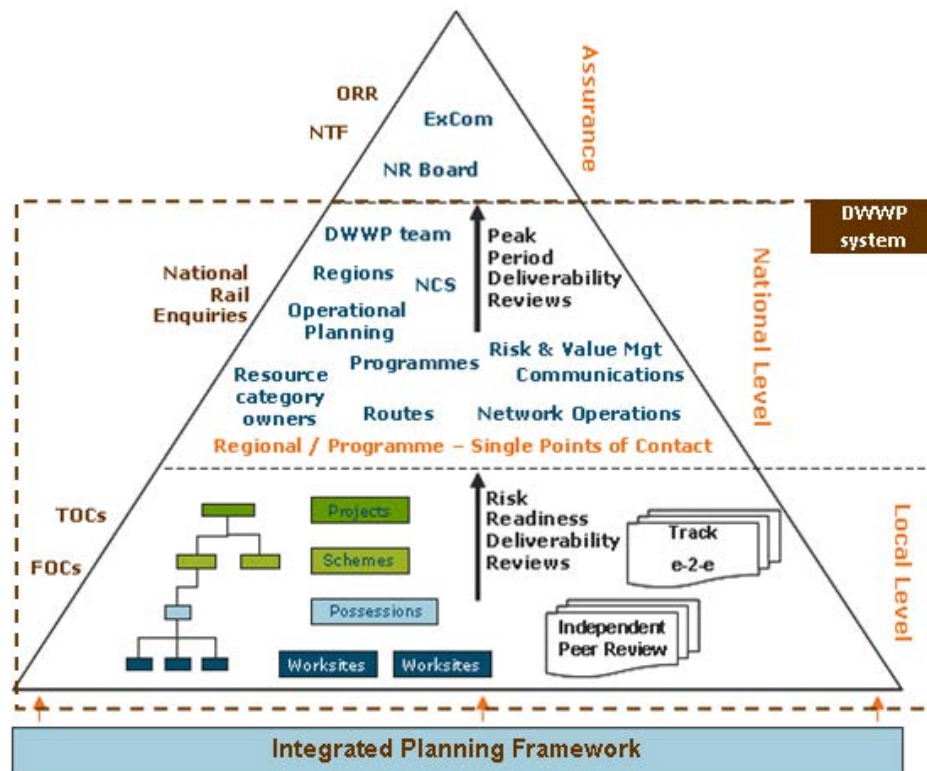


Figure 2 – DWWP Levels of Operability

3.2 Governance and Assurance

1. National governance of NR/L3/INI/CP0064 is facilitated and managed via the DWWP central team on behalf of Network Rail's Board liaising directly with SPOCs (Single Points of Contact) across the business.
2. The DWWP central team shall:
 - a) develop a suite of KPIs to measure compliance to the DWWP requirements.
 - b) carry out independent audits of the delivery teams.
 - c) consolidate best practices and share with the business.
 - d) coordinate Peak Period Deliverability Reviews and others as required,
 - e) provide a rolling look ahead of resource peaks and proactively support de-confliction activities.
 - f) hold quarterly DWWP Deliverability Review Forums to develop on-going continuous improvement activities.
3. The Regional/Programme teams shall:
 - a) assure itself of compliance through KPIs and regular audits across the year.
 - b) provide feedback and share best practice with the DWWP central team.
 - c) attend and provide input to the DWWP Deliverability Review Forums.

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3.3 Key Stakeholders

Figure 3 identifies the core delivery organisations across Network Rail (blue bubbles) plus other key stakeholders (white for internal and gold for external), and how through NR/L3/INI/CP0064 they all interface directly/indirectly. This is demonstrated when the national Peak Period Deliverability Reviews are held.

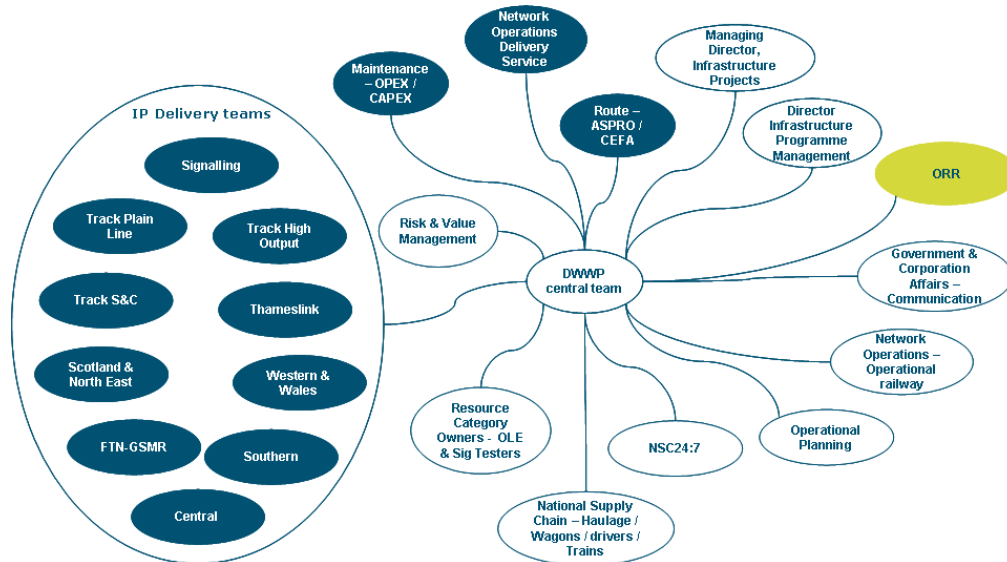


Figure 3 – DWWP Key Stakeholder Map

4 Roles and Responsibilities – RACI Matrix

The Project Manager shall be accountable for meeting the requirements of NR/L3/INI/CP0064 with support from their delivery team and other stakeholders.

Process Requirements	Project Manager(s) or Network Operations Delivery Manager	DWWP central team	Resource Category Owner	National Supply Chain (NSC) formally NDS	Project team	Single Point of Contact (SPOC)	Possession Owner	Route access planning team	Network Operations	PMs of other workstreams within Possessions	Customers (TOCs & FOCs)	Communications (G&CA)	NSC24:7	Lead reviewer	Risk & Value Management	Managing Director, IP	Regional Route Function or Programme Directors	Contractors / Supply Chain	ORR	Construction & Engineering Management	Network Rail Site Representative	PICOP	Incident controller/ Route Controls Manager
6.1.3.1 Delivery teams - for the management of resources from T-52 to T0	A	I	I	I	R	I								C		I	I	C					
6.1.3.2 Resource Category Owners	R	I	A	I		I								C	I	I	I	C					
6.2 Assessing Worksite Complexity	A	I		C	R	I		C	C	C				C	I	I	I	C					
6.3 Creating an Integrated Work Plan	A	I		C	R	I	C	C	C	C				C	I	I	I	C					
6.4 Engineering and Operational Contingency Planning	A	I		I	R	I		C	I	C	C		I	C	C	I	I	C					
6.5 Quantitative Schedule Risk Assessment	A	I			I	I		C	C	C				C	R	I	I	C					
6.6.2 Risk Readiness Deliverability Reviews	A	I	C	C	R	I		C	C	C	I	I		C	C	I	I	C					
6.6.3 Peak Period Deliverability Reviews	C	R	C	C	R	R		I	I	C	I	I	I	C	C	A	R	C	I				
6.7 Assignment of Construction Management Resource to Worksite	A	I			R	I			C	C				C		I	I	C					
6.8 Selecting, Configuring and using the Site Progress Tool	A				R	I		C	C					C		I	I	C		I			
6.9 Communicating Progress Information from Site	A			I		I		I					I	C		I	I	C			R		
6.10 Post Bank Holiday Public Relations Report on Engineering Works	R	A		I		I		I	I			I				I	I		I		I	I	I
6.11 Periodic Reporting of Possession Overruns	I	AR				I			I							I	I		I				

* DWWP central team are accountable for the periodic reporting of possession overruns, as well as analysis of root cause trends and identification of remedial actions

Table 1 – DWWP RACI

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5 High Level Process Map

The Project Manager will comply with the processes identified in Figure 4 (refer to Clause 6) for a breakdown of each core process.

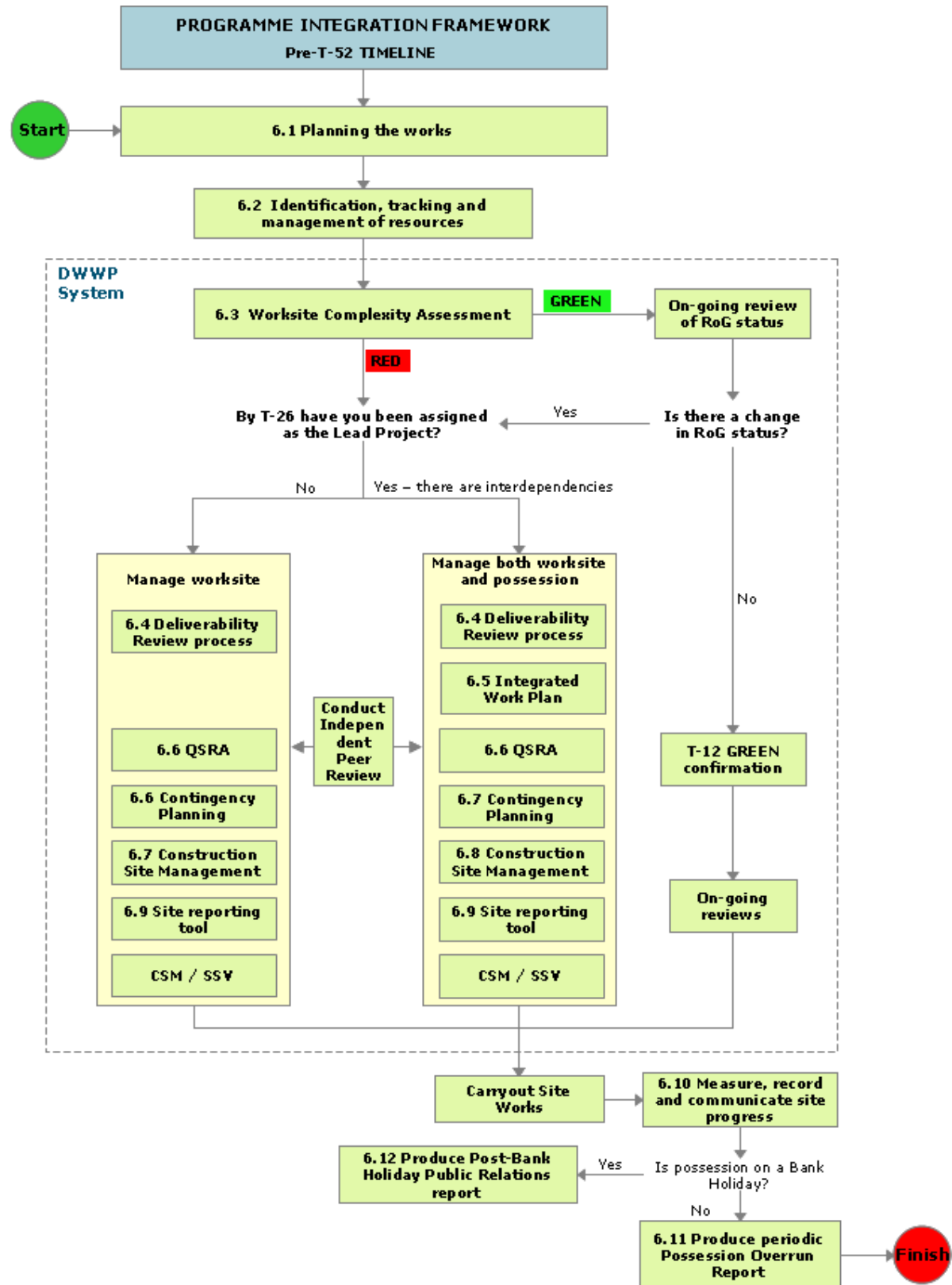


Figure 4 – High Level Process Map

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6 Core Processes

Requirements

1. Clauses 6.1, 6.2 and 6.3 are mandatory for ALL worksites/possessions.
2. Clauses 6.4 to 6.12 are mandatory for:
 - a) all worksites with a Worksite Complexity Assessment score of RED.
 - b) all possessions requiring an Integrated Work Plan lead by a Lead Project.
 - c) worksites assessed as GREEN, but identified and specified by the client as requiring additional risk management.

3. Benefits

Benefits associated with the process are:

- a) Provides Network Rail's Project Managers with a consistent and standard operational readiness framework to minimise the risk of possession overruns.
- b) Is an industry 'best practice' procedure which is continually being developed and enhanced to take account of best practices and lessons learnt.
- c) Provides assurance to both internal and external stakeholders.
- d) Has dedicated teams at National and Local regional/programme level to oversee the development of the processes, systems and capabilities required.
- e) Provides a national review framework for all of Network Rail's support and delivery teams to identify and manage risks, issues and constraints.

4. Risks of non compliance

Risks of non compliance associated with the process are:

- a) Network Rail is unable to forecast and mitigate the risk profile of possession overruns for the next 12 months.
- b) Resource demand is not clearly understood and/or constraints are not resolved in a timely manner which will impact planned delivery of works.
- c) Significant possession overruns impacting the operational railway.
- d) A negative impact on the reputation of Network Rail as the deliverer of choice.
- e) Lack of confidence in NR's capability to meet its licence commitments.
- f) Uncontrolled cancellation or late re-scheduling of planned works.