

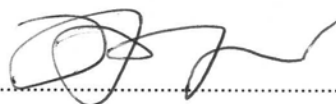
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Level 3

Management of maintenance work within a worksite to prevent a possession overrun

Endorsement and Authorisation

Endorsed by:



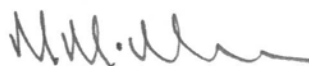
Farida Jarvis, Working Group Chair

Authorised by:



Nigel Edwards, Steering Group Chair

Accepted for issue by:



Mick McManus, National Standards Manager

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Issue record

Issue	Date	Comments
1	December 2009	First issue
2	September 2010	Second issue

Compliance

This Network Rail standard is mandatory and shall be complied with by Network Rail and its contractors if applicable from 04 December 2010.

Reference documentation

NR/L3/INI/CP0064	Delivering work within possessions
SMF/MG/0440	Risk ranking form
SMF/MG/0441	QSRA Template
SMF/MG/0442	Critical Milestone Tracker
NR/L3/OCS/043	National Control Instructions
GE/RT8000	Rule book
NR/L2/NDS/202	Engineering Access & NDS-Supplied Resource Planning
NR/L3/NDS/302	Planning Of Engineering Access & NDS-Supplied Resource For Work Deliverers
NR/L3/NDS/303	T3 Possession Of The Line For Engineering Work Delivery Requirements

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1 Purpose

This document describes the procedure for managing critical and scarce resource, identifying works which import a level of possession overrun risk and how this risk is mitigated or controlled to prevent or reduce their impact.

This procedure addresses the requirement for Infrastructure Maintenance to manage the risk of worksite overruns when delivering work within possessions, which are summarised below:

Where a possession contains an Infrastructure Maintenance worksite and at least one Infrastructure Projects/Asset Management-Renewal worksite, then Infrastructure Projects/Asset Management-Renewals will lead on possession risk assessment as described in NR/L3/INI/CP0064, Delivering work within possessions and Maintenance will be required to:

- a) Analyse and **RAG their worksite(s)** within a possession, assessing the risk of a worksite overrun. Produce **contingency plans** for sites with 'Amber' and 'Red' ratings to mitigate or reduce the impact on the overrun of a worksite leading to a possession overrun.
- b) Input above outputs into Infrastructure Projects '**Portfolio Deliverability Reviews**'.
- c) *Measure and report site work **progress** for activities on critical path.*
- d) *Implement **escalation process** if work is not progressing as planned.*

The outputs mentioned above including timescales are outlined in this procedure.

This process also applies where outside party contractors are undertaking work for Infrastructure Projects/Asset Management-Renewals.

Where a possession does not contain an Infrastructure Projects/Asset Management-Renewals worksite, but does contain an Infrastructure Maintenance worksite(s), then Infrastructure Maintenance will lead the possession and be required to:

- a) Notify the RAG status and contingency plans to the NDS Planner.
- b) Analyse and **RAG all** appropriate worksite(s) within the possession.
- c) **Assess the risk of a possession overrun and manage risk(s).**
- d) Produce **worksite contingency plans** for sites with 'Amber' and 'Red' ratings to mitigate or reduce the impact on the overrun of a worksite leading to a possession overrun.
- e) **Review all RAG ranked worksites** at the Infrastructure Maintenance Services Manager's (IMSM) Planning meeting.
- f) Obtain sign-off at T-4 for all red and amber RAG ranked worksites with Director Infrastructure Maintenance
- g) *Measure and report site work **progress** for activities on critical path.*
- h) *Implement **escalation process** if the work is not progressing as planned.*

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The latter process also applies where outside party contractors are undertaking work for Maintenance.

2 Scope

This document covers all works being undertaken in a possession or protection except emergency works.

3 Roles and responsibilities

Each section of this document contains a RACI chart showing key roles and their responsibilities. Roles identified in the RACI charts may nominate a suitable deputy or representative to execute the responsibilities identified.

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4 Definitions

COSS	Controller of Site Safety.
ES	Engineering Supervisor
Integrated Work Plan	The work plan for the entire possession, created by the Lead Project, which links and integrates the work plan for each individual work site into a coordinated work plan for the possession with a single critical path.
Infrastructure Group Control	Control centre based in Milton Keynes that provides co-ordinated possession reporting for Infrastructure Group.
IGC DM	Infrastructure Group Control Duty Manager
Lead Project	The project which has the most complex work site within a possession. When there is an Infrastructure Projects/Asset Management-Renewals worksite in the possession, Infrastructure Projects/Asset Management-Renewals will always be Lead Project. <i>NOTE: Does not signify authority for Lead Project to make decisions; but to co-ordinate the requirements from each of the work sites within the possession and development of the integrated plan. The Lead Project within each possession shall be determined by the Programme Management Central Team (PMCT).</i>
NDS	National Delivery Service.
PICOP	Person in Charge of Possession.
PMCT	Programme Management Central Team
Possession	A defined period of time and location on the network where engineering work is performed and operation is ceased. A possession can contain one or more work sites belonging to one or more project.
Quantified Schedule Risk Assessment (QSRA)	Process for modelling the uncertainties and risks pertaining to the schedule (i.e. the Integrated Work Plan) for the possession, to simulate high numbers of iterations and determine confidence levels in the achievement of milestones.
RAG	Red, Amber Green risk ranking status which represents high, medium and low risk of possession overrun.
Risk Category: Green/low	Minimal risk of possession overrun due to planned works.
Risk Category: Amber/Medium	Increased potential risk of possession overrun due to planned works.
Risk Category: Red/High	Significant risk of possession overrun due to planned works.

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Risk Readiness Reviews	A series of project based meetings held between T-8 and T-4 designed to assess the overall readiness to commence and complete planned work on a specific date.
T-n	n weeks before the start of the job
T-n days	n days before the start of the job
Work Site	Individual site within a possession within which work is carried out for a defined period of time.
WTT	Working Train Timetable
RACI	RACI is a means of linking process steps to roles as follows: • R – Responsible: the individual(s) who perform an activity – responsible for action/implementation – although usually only one, R's can be shared • A – Accountable: the individual who is ultimately accountable including yes/no decision and power of veto – only one 'A' can be assigned • C – Consulted: the individual(s) to be consulted prior to a final decision being made or action taken – two-way communication. • I – Informed: the individual(s) who need to be informed after a decision is made or action is taken – one-way communication.

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