

WITHDRAWAL Standards Briefing Note

Ref: NR/L3/MTC/SE0118		Issue: 3																				
Title: Safety Tours																						
Publication Date: 04/06/2011		Compliance Date: 07/12/2013																				
Standard Owner: Director Of Safety Strategy																						
Non-Compliance rep (NRNC): Director Of Safety Strategy																						
Further information contact: Allan Spence		Tel: 07808 655239																				
Purpose: This procedure mandates the requirement, responsibility, frequency and process for undertaking and recording Safety Tours in the Infrastructure Maintenance function. It also describes the process for communicating findings from Safety Tours and follow up actions.		Scope: This procedure applies to all Directors in Infrastructure Maintenance, Infrastructure Maintenance Delivery Managers and specified senior managers for delivery (see 5.1.1) together with other designated managers and staff who have identified roles in controlling the process.																				
What's New/ What's Changed and Why: Deletion of Standards to allow for Safety Conversations to evolve within leaders of the business. The principles of Leading Safety Conversations are as follows: A safe business is: <ul style="list-style-type: none">• One that has visibility of all its safety risks and is risk aware at all levels in the business;• Prepared to discuss risks openly to give sufficient oversight at senior levels of the business to address system level risk. As Leaders of Safety, we are: <ul style="list-style-type: none">• Committed to and competent enough to see and recognise risk;• Sufficiently engaged to talk about safety, and open to listen, learn and ensure action reference the risks identified. This moves safety conversations beyond inspection and assurance towards a systemic and comprehensive view that drives an inclusive business dialogue between operational and non-operational staff from across the business. This introduces the idea of system oversight, and by holding open, learning conversations, a senior leader can understand the interaction of risks within the system under their control, as well as identify unintended consequences resulting in elevated risk. We are now asking all those that have attended Leading Safety Conversations to record their safety conversations on personal record cards. Completing these Record Cards following conversations will provide a means to: <ul style="list-style-type: none">• record any actions resulting from the conversation;• record reflections on the individuals own learning, including the 3 types of conversation: education, motivation and verification;• document any systemic learning and risks mitigation identified as being required. As an interim measure, we are asking that once completed the cards are scanned and emailed to catalystforchange@networkrail.co.uk and the team will collate the learning in a central log. With the launch of the CMO Compliance system, everyone will have access to enter the information directly By deleting the safety tour standards, and replacing these with a new 'Business Process for Leading Safety Conversations' within the Business Critical Rules framework, this will set minimum expectations for key roles, both in terms of frequency and recording requirements. The route/business would be able to develop a local plan and set local expectations that other influential members of the team should also conduct safety conversations. The guidance above is a minimum and as the process becomes embedded we expect that incidental conversations will be happening far more regularly.																						
<table><tr><td>Executive Directors</td><td>3 monthly</td></tr><tr><td>Other Executive Committee Members</td><td>3 monthly</td></tr><tr><td>Route Managing Directors</td><td>3 monthly</td></tr><tr><td>Director(s) of Route Asset Management</td><td>Bi-monthly</td></tr><tr><td>Route Infrastructure Maintenance Director(s) RIMD</td><td>Monthly</td></tr><tr><td>Infrastructure Maintenance Delivery Unit Managers (IMDM)</td><td>Monthly</td></tr><tr><td>Area Directors/Managers (Operations Managers)</td><td>Monthly</td></tr><tr><td>Regional and Programme Director(s) for IP</td><td>3 monthly</td></tr><tr><td>Functional / Business Directors, including NDS</td><td>3 monthly</td></tr><tr><td>Asset Management Professional Heads</td><td>3 monthly</td></tr></table>		Executive Directors	3 monthly	Other Executive Committee Members	3 monthly	Route Managing Directors	3 monthly	Director(s) of Route Asset Management	Bi-monthly	Route Infrastructure Maintenance Director(s) RIMD	Monthly	Infrastructure Maintenance Delivery Unit Managers (IMDM)	Monthly	Area Directors/Managers (Operations Managers)	Monthly	Regional and Programme Director(s) for IP	3 monthly	Functional / Business Directors, including NDS	3 monthly	Asset Management Professional Heads	3 monthly	
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Each route/business will need to appoint a Safety Conversations Co-ordinator to schedule and record Safety Conversations on CMO, as well as to undertake some analysis and provide feedback locally on the thematic learning. A similar role has previously been undertaken by TO's and PA's for Safety tours.																						

Affected documents:

Reference

Impact

NR/L3/MTC/SE0118 , Issue 3

Withdrawn

Briefing requirements: Where Technical briefing (T) is required, the specific Post title is indicated. These posts have specific responsibilities within this standard and receive briefing as part of the Implementation Programme. For Awareness briefing (A) the Post title is not mandatory.

Please see <http://ccms2.hiav.networkrail.co.uk/webtop/drl/objectId/09013b5b804504da> for guidance.

Briefing (A-Awareness/ T-Technical)	Post	Team	Function
A	Assurance and Investigation Co-ordinator		S&SD
A	Head(s) of S&SD		Projects
A	Route Safety Improvement Manager		Route
A	Head of HSEA		NDS
A	Route Managing Directors		Route
A	Route Infrastructure Maintenance Directors		Route
A	Director of Route Asset Management		Route
A	Area Directors/Managers		Network Operations
A	Infrastructure Maintenance Delivery Managers		Network Operations
A	Infrastructure Maintenance Engineers		Network Operations
A	Workforce Health Safety and Environment Advisor		Network Operations

*NOTE: Contractors are responsible for arranging and undertaking their own Technical and Awareness Briefings in accordance with their own processes and procedure